



## **COURSE NUMBER AND TITLE: MGT 360 - The Management of Human Resources (45 contact hours, 3 credits)**

This syllabus is informational in nature and is not an express or implied contract. It is subject to change due to unforeseen circumstances, as a result of any circumstance outside the University's control, or as other needs arise. If, in the University's sole discretion, public health conditions or any other matter affecting the health, safety, upkeep, or well-being of our campus community or operations requires the University to move to remote teaching, alternative assignments may be provided so that the learning objectives for the course, as determined by the faculty and the University, can still be met. The University does not guarantee specific in-person, on-campus classes, activities, opportunities, or services or any other particular format, timing, or location of education, classes, activities, or services.

### **Mask Policy**

Please be advised that the mask policy in this class will follow Sant'Anna Institute requirements. When/if the University enacts a mask policy, all students are expected to adhere to the policy.

### **COURSE DESCRIPTION**

The "Human Resource Management" course is meticulously crafted to offer students a deep dive into the strategic and operational elements of managing human capital in organizations of all sizes and types. In today's rapidly changing business environment, where talent has become a key competitive advantage, effective HRM practices are crucial for organizational success. This course provides a comprehensive exploration of the core functions of HRM, including talent acquisition, employee development, performance management, compensation and benefits, and employee relations, within the framework of contemporary business challenges and legal considerations.

Central to the course is the concept of HRM as a strategic partner in the organization, aligning HR strategies with business goals to drive performance and sustain competitive advantage. Students will examine case studies that highlight innovative HR practices and discuss their implications for organizational strategy and performance. This approach not only reinforces theoretical knowledge but also fosters critical thinking and problem-solving skills, preparing students to tackle real-world HR challenges.

The curriculum is designed to reflect the latest trends and practices in the HR field, with a particular focus on the impact of technology on HR processes, the importance of diversity and inclusion in the workplace, and the global nature of contemporary business operations. Students will engage in discussions about the ethical considerations in HRM, the role of HR in fostering organizational culture and change, and the future of work in the context of automation, remote working, and the gig economy.

Interactive learning methods, including simulations, role-playing exercises, and project-based assignments, will be employed to provide students with hands-on experience in HRM practices. Guest lectures from seasoned HR professionals and industry leaders will offer valuable insights into the challenges and opportunities facing HR practitioners today.

By the end of the course, students will have acquired a robust understanding of the principles and practices of HRM, equipped with the skills and knowledge to contribute effectively to the HR function in any organizational context. They will be prepared to navigate the complexities of the modern workplace, champion employee engagement and well-being, and drive organizational success through strategic human resource management.

This course is essential for students aiming to pursue careers in HRM or related fields, as well as for those interested in understanding the strategic role of HR in shaping organizational outcomes. It offers a blend of theory and practice that will empower students to become effective HR leaders, capable of addressing the human resource challenges of the 21<sup>st</sup> century with confidence and creativity.

## **COURSE OBJECTIVES / LEARNING OUTCOMES**

This course aims to equip students with a deep understanding of human resource management's strategic and operational aspects, preparing them for the challenges and opportunities of working in the HR field. Through theoretical grounding and practical application, students will be ready to contribute to the success of their organizations by managing human resources effectively.

Upon successful completion of this course, students will be able to:

1. **Understand the role and functions of HRM:** Gain a comprehensive understanding of the strategic and operational roles of human resource management in organizations.
2. **Apply HRM theories and practices:** Utilize HRM theories and practices to address real-world human resource challenges in diverse organizational settings.
3. **Develop effective recruitment and selection strategies:** Design and implement effective recruitment and selection processes that attract and retain the right talent.
4. **Enhance employee performance:** Understand and apply performance management systems that motivate employees and enhance organizational performance.
5. **Design and implement training programs:** Develop training and development programs that build employee skills and competencies in alignment with organizational goals.
6. **Navigate legal and ethical considerations in HRM:** Identify and navigate the legal and ethical considerations in human resource management, ensuring compliance and promoting ethical conduct.
7. **Promote diversity and inclusion:** Advocate for and implement diversity and inclusion strategies that enhance organizational culture and performance.
8. **Understand global HRM practices:** Recognize and apply HRM practices in a global context, understanding the challenges and opportunities of managing a diverse and global workforce.
9. **Leverage HR metrics and analytics:** Use HR metrics and analytics to make informed decisions and demonstrate the value of HR initiatives to organizational success.
10. **Contribute to organizational strategy:** Understand the role of HR in strategic planning and decision-making, aligning HR strategies with organizational objectives.

## **FORMAT**

- The course will include lectures, student-led discussions, and presentations.
- Students will engage in small group work and peer reviews.

## REQUIRED TEXTS

- Wilton, N. (2022). *An introduction to human resource management*. Sage Publications.
- Stewart, G. L., & Brown, K. G. (2019). *Human resource management*. John Wiley & Sons.

In this course, students will have access to a wide range of educational materials curated by the instructor to enhance their learning experience. Among these resources, special attention will be given to scientific articles that delve into the latest research and advancements in the field. These articles, selected for their relevance and insight, will serve as a vital component of the course's curriculum. They will not only supplement the lectures and textbook readings but also stimulate critical thinking and discussion among students. By engaging with these scientific articles, students will gain a deeper understanding of the subject matter and stay abreast of the current trends and debates within the academic community. The instructor will guide students through the analysis of these articles, facilitating a richer educational journey that bridges theory with the cutting-edge research shaping the field today.

## EXAMS and ASSIGNMENTS

The assessment for this course is designed to evaluate students' understanding and application of the principles of Human Resource Management (HRM) through a variety of methods. The assessment components include a midterm exam, a final exam, and class participation in experiential activities.

1. **Mid-term exam:** The mid-term exam will be a written test covering all material presented in the first half of the course. It will consist of a mix of multiple-choice questions, short-answer questions, and problem-solving exercises. This exam is designed to assess students' foundational knowledge and their ability to apply theoretical concepts to practical scenarios.
2. **Final exam:** The final exam, also written, will encompass the entire course content, with a focus on the material covered in the second half of the course. Similar to the mid-term, it will include multiple-choice questions, short-answer sections, and practical problem-solving tasks. The final exam aims to evaluate the comprehensive understanding of HRM principles, their application, and critical thinking skills.
3. **Class participation in experiential activities:** Beyond the written exams, students' participation in class is crucial for the whole learning experience. Participation will be evaluated based on engagement in experiential activities conducted during the course. These activities are designed to foster practical understanding, encourage active learning, and facilitate the application of theoretical knowledge in real-world scenarios. Active and meaningful participation in these activities will contribute positively to the final grade, reflecting the students' commitment to applying HRM principles in practical settings. Students are encouraged to actively participate, engage with the course materials, and apply themselves in both the written exams and the experiential activities. This comprehensive approach to assessment is intended to cultivate a deep understanding of the subject matter, critical analytical skills, and the ability to apply HRM principles effectively in various contexts.

These examination modes generate a score that is expressed in percentage values and with which a grade is associated as a letter grade. Specifically, students who earn a final score as follows:

### GRADING SCALE

A	95%-100%
A-	90%-94%
B+	87%-89%
B	83%-86%
B-	80%-82%
C+	77%-79%
C	73%-76%
C-	70%-72%
D+	67%-69%
D	63%-66%
D-	60%-62%
F	< 60%

### SCHEDULE OF TOPICS

The course is divided into thematic modules designed to comprehensively cover the key aspects of organizational behavior. Each module combines theoretical insights with practical applications, ensuring that students not only learn the foundational concepts of HRM but also understand how to apply these concepts in real-world settings.

- **Module 1: Introduction to Human Resource Management**
  - **Objectives:** Understand the role and importance of HRM in organizations and explore the evolution of HRM and current trends affecting the field.
  - **Main topics:** Overview of HRM, Strategic role of HR in organizations, Current trends and challenges in HRM.
- **Module 2: Workforce planning and talent acquisition**
  - **Objectives:** Learn how to develop effective workforce planning strategies and understand the processes involved in recruiting and selecting employees.
  - **Main topics:** Workforce planning and analysis, Recruitment strategies and processes, Selection methods and best practices.
- **Module 3: Employee development and performance management**

- **Objectives:** Examine methods for developing and retaining employees and explore performance management systems and their impact on organizational success.
- **Main topics:** Training and development programs, Career planning and development, Performance appraisal systems and feedback mechanisms.
- **Module 4: Compensation and benefits**
  - **Objectives:** Understand how to design compensation systems that motivate employees and learn about various types of benefits and legal requirements.
  - **Main topics:** Compensation strategies and structures, employee benefits and services, Legal considerations in compensation and benefits.
- **Module 5: Employee relations and labor law**
  - **Objectives:** Explore the dynamics of employer-employee relations and understand the key provisions of labor laws and regulations.
  - **Main topics:** Employee rights and discipline, Labor unions and collective bargaining, Employment laws and regulations.
- **Module 6: Health, safety, and employee well-being**
  - **Objectives:** Learn about the importance of workplace health and safety and explore initiatives to promote employee well-being and work-life balance.
  - **Main topics:** Occupational health and safety regulations, Workplace stress management, Programs for employee assistance and well-being.
- **Module 7: Diversity, equity and inclusion**
  - **Objectives:** Understand the value of diversity, equity and inclusion in the workplace and learn strategies for fostering an inclusive organizational culture.
  - **Main topics:** The business case for diversity and inclusion, Overcoming biases and barriers to inclusion, Implementing diversity, equity and inclusion programs.
- **Module 8: HR technology and analytics**
  - **Objectives:** Explore the role of technology in transforming HR practices and learn how to use data and analytics in HR decision-making.
  - **Main topics:** HR information systems, The use of HR analytics for strategic decision-making, Trends in HR technology (e.g., AI, machine learning).
- **Module 9: Strategic HRM and global HR challenges**
  - **Objectives:** Examine the role of HR in strategic planning and global business operations and discuss the challenges of managing a global workforce.
  - **Main topics:** Aligning HR strategies with business objectives, International HRM practices, Managing global teams.
- **Module 10: Contemporary issues and future of HRM**
  - **Objectives:** Discuss contemporary issues facing HR professionals and explore the future trends in HRM.
  - **Main topics:** Ethical considerations in HRM, The impact of societal changes on HR practices, The future of work and implications for HRM.

Each module includes required readings, case studies, practical exercises, and class discussions to consolidate understanding of the covered topics.

## CLASS POLICY

### Attendance

You are allowed **ONE** unexcused absence. Documentation for any other absence **MUST** be produced and **APPROVED** by your faculty. For absences due to illness, please provide the faculty with a doctor's note upon returning to class as well as inform them and/or the Office the first day of illness.

Participation grants the student one point for each lesson they attend. Unjustified absences result in 0 points. Participation in **field-trips**, if any, awards 2 points, while non-participation results in a loss of 2 points.

### **Late**

### **submissions:**

Assignments not submitted by the due date will receive a penalty of 10% for the first 24 hours, 20% for a 48-hour delay. No submissions will be accepted more than 3 days after the deadline, unless arrangements have been made with the instructor (for extensions under exceptional circumstances, apply to the course instructor).

### **Personal**

### **Technology:**

Please turn cell phones off during class. You can use laptops to take notes, however social networking, e-mailing, surfing the Internet, playing games, etc. are forbidden during class. Any student caught using their laptop/cell phones inappropriately during class will be asked to turn them off. Repeated violations of this rule after the first warning will result in the student being marked absent for the day and permanently losing their laptop privileges. Please be respectful and limit your use of personal electronic devices during class to academic purposes.

### **Contesting**

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### **grade:**

If students wish to contest a grade, they must make an appointment to do so in person. The student should contact the instructor with any concerns within **ONE** week of receiving the grade. The student must also demonstrate that they have read the comments accompanying the grade by presenting a brief written statement specifying why the grade does not reflect the quality of the work. It is at the discretion of the instructor to decide whether the work and the student's request warrant any increase or decrease in the grade. Students should retain a copy of all submitted assignments and feedback (in case of loss) and should also retain all of their marked assignments.

### **Recommended behavior:**

- Class begins promptly at the beginning of the class period. It is advisable that you be in your seat and ready to start participating in class at that time.
- Always bring the required supplies and be ready to be actively engaged in the learning process. This communicates preparedness and interest.
- Turn your cell phone off or to vibrate mode before the start of class;
- It is fine to bring a drink or a snack to class, as long as it is not distracting. In conjunction with this, please pick up your trash when you leave the room.
- Your professor expects your full attention for the entire class period. If you know that you'll need to leave before the class is over, try to sit as close to the door as possible so as not to disrupt others. Similarly, if you arrive in class late, just slip in as quietly as possible and take the first available seat you come to.
- Do not sleep in class! Laying your head on the desk or sleeping in class is rude, and it is distracting to others. Turn in assignments on time.
- When you have a question or comment, please raise your hand first as a courtesy to your classmates and the professor. Remember, your questions are **NOT** an imposition – they are

welcome. So, ask questions! You'll learn more, it makes the class more interesting, and you are helping others learn as well.

- If an emergency arises that requires an absence from a session, it is your responsibility to get the notes and all other information that was covered in class from a colleague you trust.

### **Secular and religious holidays:**

Sant'Anna Institute recognizes that there are several secular and religious holidays - not included in the Italian calendar - that affect large numbers of its community members. In consideration of their significance for many students, no examinations may be given and no assigned work may be required on these days. Students who observe these holidays will be given an opportunity to make up missed work in both laboratories and lecture courses. If an examination is given on the first class day after one of these holidays, it must not cover material introduced in class on that holiday. Students who wish to observe such holidays must inform their instructors within the first two weeks of each semester of their intent to observe the holiday even when the exact date of the holiday will not be known until later so that alternative arrangements convenient to both students and faculty can be made at the earliest opportunity.

Students who make such arrangements will not be required to attend classes or take examinations on the designated days, and faculty must provide reasonable opportunities for such students to make up missed work and examinations. For this reason it is desirable that faculty inform students of all examination dates at the start of each semester.

### **ACADEMIC HONESTY**

"Members of the Jacksonville University community are expected to foster and uphold the highest standards of honesty and integrity, which are foundations for the intellectual endeavors we engage in.

To underscore the importance of truth, honesty, and accountability, students and instructors should adhere to the following standard:

"On my honor as a student of Jacksonville University, I promise to uphold the values of honesty, trust, fairness, respect, and responsibility in all my dealings with faculty, staff, and students."

Academic misconduct occurs when a student engages in an action that is deceitful, fraudulent, or dishonest regarding any type of academic assignment that is intended to or results in an unfair academic advantage. In this context, the term "assignment" refers to any type of graded or ungraded work that is submitted for evaluation for any course. Academic misconduct includes but is not limited to cheating, collusion, falsification, misrepresentation, unauthorized collaboration on assignments, copying another student's work, using or providing unauthorized notes or materials, turning in work not produced by the individual, attempting to get credit for a single instance of work submitted for more than one course, and plagiarism. Furthermore, providing deceitful, fraudulent, or dishonest information during discussions of an academic matter with faculty are also examples of academic misconduct." (Jacksonville University Academic Integrity [Policy](#)).

Throughout this course we will be reading and reporting about the work of others. All information that is not original to the student must be appropriately attributed in both presentations and written work. All students are expected to do their own work and give appropriate credit for all sources used in the process of preparing papers, presentations, and homework assignments. Group assignments

will be graded based on the product of the work, although some adjustment may be made for participation. [If you have a question about whether or not collaboration is allowed, or how to cite a reference, please ask. It is always better to check than to be accused of an unintended violation of the academic honesty policy]. Violations of the academic honesty policy will be dealt with in accordance to university policies [Refer to current Academic Catalog “Academic Integrity and Misconduct”].

Course Level Penalties: A first offense may result in a failing grade for the assignment. Second offenses may result in failure in the course. Significantly egregious violations may result in expulsion from the university. When in doubt give credit for all information that did not come directly out of your head!

### **DISABILITY STATEMENT**

Students with a documented disability requesting classroom accommodations or modifications, either permanent or temporary, resulting from the disability are encouraged to inform the faculty in the first week of the program.