

**Mendoza College of Business**  
**Department of Management and Organization**  
**Human Resource Management**  
**MNA 63510 Syllabus**  
**Spring 2021**  
**March 29 – May 10, 2021**

**Instructors:**

Angela R. Logan, Ph.D.

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**Telephone:** 574-631-7793 office

**Class Time:** Monday/Wednesday, 11:30 AM -1:15 PM EDT

**Classroom:** Zoom

Class URL:

<https://notredame.zoom.us/j/96039030178?pwd=U1NvS3BPQ3Fwalo2doFMdlBTakRSUT09>

Meeting ID: 960 3903 0178

Passcode: MNAHR21

**Office Hours:** By appointment to assure availability. I typically respond to appointment requests within 48 hours; however, please do not hesitate to call or email again should I be detained for any reason.

**Course Overview**

The Human Resource Management course will focus on practical aspects of people at work. Whether you are an employee, manager, or volunteer, you will reflect in new ways about your role and the context in which you work. There will be an emphasis on motivation, decision-making, human behavior, and ethical behavior. The course will pay particular attention to the nonprofit employment environment through articles, case studies, and class discussion. Learning will be evaluated in numerous ways, including Zoom discussions, individual assignments, a small group presentation, and an exam. We will learn from each other, and all students should come prepared for honest, challenging and open discussions that integrate the real-world challenges that are being faced by HR departments in the world today. Although the focus of the course is on management skills, the learnings are designed to help you in your personal life as well. We will openly engage with attention to the new implications of situations and circumstances that are being faced by HR Departments in our current world.

## Course Objectives:

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

1. Identify and describe key assumptions, values and theories that underlie human resource management in public and nonprofit organizations.
2. Contrast the incentives provided to and the motivations of public, nonprofit and government managers and employees.
3. Critically analyze theory and research in the field of human resource management.
4. Demonstrate the ability to research complex public issues, apply what is learned to practical settings, and communicate what is learned orally and/or in writing.

<b>Course Objective</b>	<b>Related Assignment(s)</b>
Identify and describe key assumptions, values and theories that underlie human resource management in public and nonprofit organizations.	Reflection Paper #1 Reflection Paper #2 Forum Engagement Group Presentation Take-Home Final
Contrast the incentives provided to and the motivations of public, nonprofit and government managers and employees.	Reflection Paper #1 Reflection Paper #2 Forum Engagement Group Presentation Take-Home Final
Critically analyze theory and research in the field of human resource management.	Reflection Paper #1 Reflection Paper #2 Forum Engagement Group Presentation Take-Home Final
Demonstrate the ability to research complex public issues, apply what is learned to practical settings, and communicate what is learned orally and/or in writing.	Forum Engagement Group Presentation Take-Home Final

## Course Materials

### Required Text

*Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach 4th Edition.* **Joan E. Pynes. San Francisco: Jossey-Bass, 2013.**

### Other Course Materials

Other required readings such as research papers, case studies, slides, handouts, and other course materials will be uploaded to Sakai. Sakai will be used to upload course-related materials, make course-related announcements, and assign grades.

## Supplemental/Optional Materials

These **optional** articles, many of which are from Harvard Business Review are brief, and will be available prior to the start of class via Sakai.

1. Impact of Vision, Strategy, and Human Resource on Nonprofit Organization Service Performance, by K. Liao and I. Huang, Science Direct Social and Behavioral Sciences, (August 2015)
2. Human Resource Management Practices and Employee Job Satisfaction in Nonprofit Organizations, by R. Bastida, F. Marimon and L. Carreras, Annals of Public and Cooperative Economics, (2018)
3. Data on Diversity, by B. Nelson, Communications of the ACM (November 2014)
4. Management of Human Resources in 2020: The Outlook for Nonprofit Organizations, by D. Mesch, Public Administration Review (April 2009)
5. Why Evaluation is Important for Your Nonprofit, by D. Linnell, TSNE Mission Works, Partners in Social Change, (2014)
6. Let's Not Kill Performance Evaluations Just Yet, by Lori Goler, Janelle Gale and Adam Grant, Harvard Business Review, (November 2016)
7. Find the Coaching in Criticism: The Right Way to Receive Feedback, by Sheila Heen and Douglas Stone, Harvard Business Review (January-February 2014)
8. Managing People from 5 Generations, by R. Knight Harvard Business Review (2014)
9. How Netflix Reinvented HR, by Patty McCord, Harvard Business Review (January – February 2014)
10. Why Diversity Programs Fail, and What Works Better, by Frank Dobbin and Alexandra Kalev, Harvard Business Review (July-August 2016)
11. What Makes a Leader, by Daniel Goleman, Harvard Business Review (January 2004)
12. A New Season at Apple, by Jeff Chu, Fast Company (February 2014)
13. Leadership Lessons from Abraham Lincoln, a Conversation with Historian Doris Kearns Goodwin, Harvard Business Review (April 2009)
14. The Secrets of Great CEO Selection, An Insider's Guide, by Ram Charan, Harvard Business Review (December 2016)
15. How I Did It... The U.S. Chairman of PWC on Keeping Millennials Engaged, by Bob Moritz, Harvard Business Review (November 2014)

## Course Requirements

**Reflection Paper #1 (10%):** This paper is an opportunity for you to reflect on your experiences related to human resource practices. Please share a time where you had either a positive or challenging experience with human resource practices. This story can relate to either a professional, academic, volunteer or personal experience. **DUE MARCH 31.**

**Reflection Paper #2: Pandemic Response (15%):** Each student is asked to write a paper of 2-3 pages in length (double-spaced) by identifying a company, business, industry, non-profit, leader or team that you believe is exhibiting outstanding human resource practices, currently, as we face the COVID-19 pandemic.

- Identify one company, business, industry, nonprofit, leader or team that you believe is exhibiting outstanding human resource practices.
- Identify one exemplary practice, upon which you will center your personal pandemic response reflection.
- Outline your observations, how the practice is being put in place, any pros and cons you believe result from the decision, and contrast a separate example where the practice is not in place.
- The reflection can relate to either a local, national or regional response in a professional, academic, volunteer or personal context. **DUE APRIL 14.**

**Group Presentation (25%):** “*Addressing Human Resources Challenges: Building People Game Plans for Success*” In your teams, you will need to agree upon a relevant “people challenge” in one or more of your organization(s), and design a “People Game Plan” to address the challenging issue. This assignment is designed to be incredibly practical, and provide tangible take-aways for various human resource challenges in NPOs, resulting in strategies that could be implemented into your organizations upon return.

Basic Requirements:

- Identify and detail the complexities of the human resources/people challenge, to help the rest of the class understand the HR related issue(s).
- Develop a strategic “Strategic Human Resources Game Plan” to address your HR issue/challenge based upon information and ideas you learned in this course, and any other background experiences you may have had in HRM.
- Include what challenges you foresee with the implementation of your new “Building a Strategic Human Resources Game Plan,” and how you plan to go back and implement this idea within your organization. **DUE MAY 5.**

**Take-Home Final Examination (25%):** In this essay exam, students demonstrate their knowledge of the course content and their ability to analyze, synthesize, and apply a variety of relevant issues. This “take-home” exam will cover all the material covered in the course, including synchronous and asynchronous lectures, slides, and required readings. It will require you to use your knowledge of the course content as well as your ability to analyze, synthesize and evaluate human resource management and to apply materials presented to real life situations and problems. References from course readings as well as from additional sources should be used. Students should also apply their own experiences and examples to the situation. **May 3 (distributed)-May 10 (due).**

**Forum Engagement/Participation (25%):** As a way to foster your thinking around human resource management practices, discussion questions will be posted to Sakai that you will be asked to react to weekly. Additionally, this component includes attendance, coming to class prepared, active and constructive involvement in information gathering and due diligence discussions and activities, posting information on Sakai as requested, and constructive participation in final decision-making activities. Regular participation in discussion is expected. I am genuinely interested what you think and I am convinced that you will learn

more when you actively engage in discussions rather than being a passive recipient of the ideas presented. I believe that each student is a valuable resource to this class with unique perspectives, ideas, and insights that can contribute to learning. Effective discussion depends upon your willingness to share your thoughts and to be respectfully responsive to others. Attendance and participation will be considered in overall evaluations of performance.

### **Guidelines for All Written Assignments**

All papers and the exam should be typed and double-spaced, one-inch margins on all sides, 12-point font, and Times Roman or similar font.

Assignments should be submitted via email or Sakai, as directed by the instructor. Your name should appear on the cover page of any word document you send or post. The name of the word document should include your name and the title of the document; i.e., “Smith\_Leadership Statement” or “PDP\_Smith.”, etc.

Always explicitly cite your sources, parenthetically and in the reference page. Citations should follow APA format.

Proofread all written work. Finished products should be spell-checked and grammatically correct.

All assignments are due by 11:59 PM EDT/EST on the date indicated in the Course Outline.

### **Life Clause**

Life Happens. We all lead densely-layered lives; therefore, one of my core values is leading with grace. As a result, I institute a “Life Clause:” should you need it, you may invoke the “Life Clause” on **ONE** assignment, and get 3-day extension: no explanation required.

### **Assignments/Grading**

<b>Assignment</b>	<b>Points</b>
<i>Individual Work</i>	
Reflection Paper #1	10
Reflection Paper #2	15
Forum Engagement/Participation	25
Take-Home Final	25
<i>Group Work</i>	
Small Group Assignment	25
<b>TOTAL</b>	<b>100</b>

### **Grading**

The following Mendoza College of Business Graduate grading scale will be applied:

A	4.0	B-	2.667	F	0
A-	3.667	C+	2.333		
B+	3.333	C	2.0		
B	3.0	C-	1.667		

## **A Comment on Grades**

While there are many perfectly pragmatic and admirable reasons for you to care about your grades, I want to encourage you to recognize the opportunity you have this semester to dig into the messiness of organizational life and leadership within the safety of a classroom. These opportunities do not come often in a career. I promise you, truly promise you, that two years from now, your grade in this course will pale in importance relative to your takeaways from this course. You have my word on this. My goal and my commitment as your professor is to guide you through an experience that, with your engaged participation, will add value to you, your career, and your life. I strongly encourage you to adopt a similar goal for yourself and the role you will play relative to your classmates in this course. My view is that grades are just an artifact of bringing structure to the learning process but not the goal in and of themselves. I encourage you to consider your grades in the context of your goals in this course. Let grades be my headache, and let learning be yours. In other words, do not let grades get in the way of your learning. Your time is valuable and the concepts of this course are deeply important to your future, so let's make this course truly worthwhile for you.

## Schedule of Class Meetings

(Subject to Change)

Week	Topic	Readings	Assignments Due
<b>Week 1</b> <i>March 29</i>	Introduction Strategic Human Resource Management and Planning EEOC	Pynes, Chapters 1-3	
<i>March 31</i>		Forum	Reflection Paper #1
<b>Week 2</b> <i>April 5</i>	Easter Monday	No Class	
<i>April 7</i>	Managing a Diverse Workforce Job Analysis	Pynes, Chapters 4-5	
<b>Week 3</b> <i>April 12</i>	Recruitment and Selection Compensation	Pynes, Chapters 6-7	
<i>April 14</i>		Forum	Reflection Paper #2
<b>Week 4</b> <i>April 19</i>	Benefits Training and Career Development	Pynes, Chapters 8-9	
<i>April 21</i>		Forum	
<b>Week 5</b> <i>April 26</i>	Performance Management Labor-Management Relations	Pynes, Chapters 10-11	
<i>April 28</i>		Forum	
<b>Week 6</b> <i>May 3</i>	Volunteers Challenges for Public and Nonprofit Organizations	Pynes, Chapters 12-13	Final Exam Distributed
<i>May 5</i>	Group Presentations		
<b>Week 7</b> <i>May 10</i>	No Class		Final Exam Due

## **Additional Information**

### **Student and Academic Integrity**

Entering the University of Notre Dame you were required to study the on-line edition of the Academic Code of Honor, to pass a quiz on it, and to sign a pledge to abide by it. The full Code and a Student Guide to the Academic code of Honor are available at: <http://honorcode.nd.edu>. Perhaps the most fundamental sentence is the beginning of section IV-B:

The pledge to uphold the Academic Code of Honor includes an understanding that a student's submitted work, graded or ungraded – examinations, draft copies, papers, homework assignments, extra credit work, etc. - must be his or her own.

The University provides faculty with the services of Turnitin.com (<http://turnitin.com/>) as a means to check papers for plagiarism. Plagiarism is a serious honor code violation, and students must be vigilant in properly crediting their use of sources. Always do your own work. Plagiarism (using others' work, including paraphrasing—from the web or anyplace else—without proper attribution) will result in a failing grade for the assignment. Plagiarism is a violation of the *University of Notre Dame's Graduate Business Honor Code* and is a serious offense. Violations may result in failure of the course or dismissal. Student grievances begin with the Nonprofit Professional Development Director.

### **Students with Disabilities**

It is the student's responsibility to provide the instructor with documented information about a disability in a timely manner so that accommodations may be instituted. For more information, please contact the Office of Disability Services at 574-631-7157.

### **Civility Statement**

There are standards of classroom civility that apply both in the classroom and online. These do not eliminate appropriate humor, enjoyment, or other features of a comfortable learning environment but do include: displaying respect for all members of the community (both your peers and professor); avoiding disruptions; being attentive to whomever is talking; avoiding racist, sexist, homophobic, or other hateful language that may exclude others; and coming to class on time and prepared. Also, please review the "technology use" policy above.

## Mental Health Syllabus Statment

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Diminished mental health can interfere with optimal academic performance. The source of symptoms might be related to your course work; if so, please speak with me. However, problems with other parts of your life can also contribute to decreased academic performance. The University Counseling Center (UCC) provides cost-free and confidential mental health services to help you manage personal challenges that threaten your emotional or academic well-being.

Remember, getting help is a smart and courageous thing to do — for yourself and for those who care about you. For more resources please see [ucc.nd.edu](http://ucc.nd.edu)

The UCC is located on the third floor of Saint Liam Hall Phone: 574-631-7336. Hours: Monday-Friday 8:30am – 5:00pm. Urgent Crisis Line 24/7

Please note all class time, assignments, and office hours will be set on Eastern Standard/Daylight Time, as the University of Notre Dame is located in that time zone.

Please allow approximately one week for review of any assignments submitted to instructor.

This is a tentative syllabus and the instructor reserves the right to amend or adjust the content of the syllabus to meet the objectives of the course. Any changes will be announced via email.