



University of Louisville

Course Syllabus 2022

Masters of Public Administration Program
PADM 642: Human Resources
Fall Semester 2022/ 3 credit hours

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ONLINE COURSE

Syllabus Overview / Introductions

Strategic Human Resource Management

1. Online Lecture 09/01/2022
2. **Human Resource Management and the Environment**
3. Online Lecture 09/08/2022
4. Online Lecture 09/15/2022 - **HR Book Club Selection Due**
5. Online Lecture 09/22/2022 - **Individual Assignment Due- HR Business Challenge**

Acquisition and Preparation of Human Resources

6. Online Lecture 09/22/2022

Business Ethics, Ethical Issues in Management and Corporate Governance

7. Online Lecture 09/29/2022 – **HRM Group Project Proposal Due**
8. Online Lecture 10/06/2022 - **Club Podcast Presentation Posted– Team 1**

Assessment and Development of Human Resources

9. Online Lecture 10/13/2022– **Book Club Podcast Presentation Posted – Team 2**
10. Online Lecture 10/20/2022– **Individual Assignment Due: Ethical Dilemma Due**
Book Club Podcast Presentation Posted – Team 3

Compensation of Human Resources and Special Topics

11. Online Lecture 10/27/2022– **Book Club Podcast Presentation Posted– Team 4**
12. Online Lecture 11/03/2022

HRM Plan Challenges/Opportunities (Group Projects) Presentations

13. Online Lecture 11/10/2022
14. Online Lecture 11/17/2022 **HRM Project Paper Due ALL TEAMS**
HRM Project-Power Point Presentations to be Posted via Blackboard

Teams 1 & 2

15. 11/24/2022 NO LECTURE- THANKSGIVING BREAK

16. Class Lecture 12/01/2022 –RM Project- Power Point Presentations to be Posted via Blackboard Teams 3 & 4

17. 12/06/2022- LAST DAY OF SEMSETER

Course pre-requisites: None

Course co-requisites: None

Course Description:

This course examines the role of Human Resource Management and its influence on outcomes such as performance, satisfaction, retention and attendance. External influences, ethical dilemmas, and outcomes are examined from a strategic functional perspective. A variety of Human Resource Management activities, including personnel planning, recruitment and staffing, compensation, training and development as well as labor relations, will be addressed from different stakeholder perspectives.

Course Learning Outcomes:

By the end of the course students will ...

1. Students will understand how strategic Human Resource Management practices influence a business firm's or public organization's competitiveness.
2. Students will have an increased awareness of leadership's ethical responsibility to stakeholders.
3. Students will be able to recognize the value of attracting, developing, and maintaining an effective workforce.
4. Students will have an increased knowledge the necessary Human Resource requirements to run a successful organization (private or public).
5. Students be able to identify basic Human Resource Management challenges/opportunities in business organizations (private or public), develop strategic solutions to those challenges/opportunities using critical thinking skills, and how to communicate recommended solutions.

Course Methodology: This Online course will utilize Blackboard Collaborate Ultra. All Assignments must be submitted on time. All lectures will be posted on a weekly basis. There will be class assignments relating to the lecture posted on Blackboard and must be submitted within 24 hours. There will be group team-based projects. Students will be required to complete individual assignments that must be completed and submitted on time. Assignments will be outlined in this syllabus. The instructor reserves the rights to make necessary changes to this syllabus with or without notice to students attending this class.

- **Lectures:** The sharing of knowledge, experiences, opinions, and ideas sharpens analytical skills, improves judgment, and enhances conceptual skills. Assigned readings will be covered in class to varying degrees. In some instances, the basic concepts, and theories will be addressed in detail while in others additional examples, applications, and extensions of the material will be presented and/or solicited. Whatever the degree or amount lecture or assignments, students are expected to be actively involved.
- **Team-based projects:** Private or Public organizations are not an exact science. If it were, there would be no execution failures; organizations would have perpetually satisfied customers, employees, and stakeholders; and there would be no miscommunications or cross-cultural missteps between individuals. Through various team-based case projects, students will be placed in business situations requiring reflection, analysis, and action. It is hoped that through these experiences' students will gain practical experience to apply in their current work environments or in the future.

- **Individual assignments:** The ability to communicate effectively in a global environment is a necessity in the business (private or public) world. In connection with course assignments and tasks, as well as through a number of assessment tools, students will continue to develop their skills in listening, writing, public speaking, and in making oral presentations.
 - ✓ Unless otherwise stated, all assignments must be submitted electronically on Blackboard.
 - ✓ Electronic files should include the name of the individual or group and indicate the assignment type. Examples: Jones609Paper2.doc; Team15.609.Montana.docx, or something very similar.

Tentative Format of Class Sessions: This graduate course is designed to provide students a general and practical understanding of the application of the Human Resources functions as it relates to the world of business. The assigned readings and designated cases will provide insight and application.

- Each week a Power Point lecture on a particular HR topic will be posted via Blackboard. Students will have the opportunity to ask questions or provide comments via emails or Blackboard.
- Brief Online discussion regarding the opportunity for students to apply content from previous lecture(s) in “real life” situations.
- A presentation of new material with assignments will follow.
- The lectures will include the various information addressed in the assigned reading material so that students can more readily apply HR learnings to business practices, policies, and procedures.
- Students will submit their work on designated Virtual learning media (Blackboard Collaborate Ultra), or as a written file to be uploaded to Blackboard.

“When government has the right people and the right system and the right intentions, many good things are possible. The trick is knowing which ones they are”.

Alan Ehrenhalt

“Uncommon leaders are ACTIVISTS: They are doers, and they EMPOWER others by their actions”. John Maxwell

Grading Elements / Assessment:

(Percentages)

(Points)

Letter Grade	G.P.A Equivalent	Lower Limit		Upper Limit	Lower Limit		Upper Limit
A	4.00	93.0%	to	100.0%	930	to	1,000
A-	3.67	90.0%	to	92.9%	900	to	929
B+	3.33	87.0%	to	89.9%	870	to	899
B	3.00	83.0%	to	86.9%	830	to	869
B-	2.67	80.0%	to	82.9%	800	to	829
C	2.00	73.0%	to	79.9%	730	to	799
F	0.00	00.0%	to	72.9%	0	to	729

There are 1,000 points possible in this course. To receive a grade of “A” a student will need to earn at least 930 points, a “B” will require at least 830 points, and a “C” will require 730 points. In the MPA program grades of “D” are not given. A student who earns fewer than 730 points will not pass the course.

Points are assigned as follows:

Graded Component	Type	Course Learning Outcome(s)	Due Date (on or before)	Max. Points Possible
• Professionalism	Individual	#1, #2, #3, #4	Ongoing	200 pts.
• HRM Business Challenges	Individual	#1, #3, #4	09/22/2022	100 pts.
• “HR Book Club” Podcast Project	Team	#1, #2, #3, #4	10/06/2022 10/13/2022 10/20/2022 10/27/2022	150 pts.
• Ethical Dilemma Project	Individual	#2	10/20/2022	150 pts.
• HRM Strategic Plan Project	Team	#1, #3, #4	11/17/2022 12/01/2022	400 pts

Policies Specific to this Course and Instructor

Instructor Specific Online Policy: Because there are no individual exams, reading All posted lectures, completing and submitting all required assignments in a timely manner. If you are unable to meet the deadline for a specific assignment, you must e-mail the instructor within 24 hours prior to the assignment due date.

Late Work Policy: No late work will be accepted unless it is the result of extreme extenuating circumstances. That said, (1) you will have to have an extremely good and verifiable reason and (2) you will have to notify the professor in advance (unless an emergency). Poor time management is NOT an extreme extenuating circumstance.

Extra Credit Policy: There are absolutely NO extra credit assignments or opportunities available in connection with this course.

Course Grade Notification: At the conclusion of the term grades are reported to the Registrar's Office. Grades can then be accessed through Blackboard. If a student needs to know their course grade earlier due to deadlines associated with their employer's tuition reimbursement policies contact the instructor as soon as you know this will be an issue. A letter on University of Louisville's letterhead or e-mail from the instructor can be drafted and reported in an expedited time frame.

Professionalism: Student Behavior and Etiquette in the MPA Program

A positive and participative learning environment is crucial to your educational experience. The goals of University of Louisville's MPA program include developing your willingness and ability to contribute to discussions by expressing and defending your position on a variety of topics. For some, this may involve overcoming a sense of shyness. For others, it will involve the willingness to take risks and leave your "comfort zone." While there are many informal situations in which people have neither the desire nor the right to prescribe how others ought to behave, the online environment is unique, and requires the establishment of a culture that respects the learning process and every individual in it.

- Professionalism is a significant component part in determining your overall grade in every course. The evaluation of professionalism starts with the proposition that if a student, participates actively and frequently, makes meaningful contributes to their classmates' education, interacts professionally with faculty and classmates, hands in all required work on time, participates in the teaching evaluation process at the end of the course, and observes class guidelines established by the instructor, their score will be assessed as "average" or at a numerical level of roughly 85% (a "B"). Adjustments either up or down from this starting point are at the discretion of the instructor – to recognize superior effort and performance or to acknowledge deficiencies in the student's approach to their responsibilities.
 - Given the hours you spend preparing for class assignments, reading articles and text material, analyzing case studies, and working on individual and group projects, as well as the significant financial commitment you (and/or your organization) are making to undertake graduate study, each individual is responsible for creating and maintaining this professional environment. For these reasons, the following guidelines/expectations are provided:
- Your overall demeanor as you interact with other students, guest speakers, faculty, and staff, whether face-to-face or with e-mail or other technology is also a reflection of your professionalism.
- Observing these guidelines is the minimum expectation of the faculty. While the specific audience for this message constitutes a small percentage of all students, everyone benefits from a clear statement of expectations.

- Practicing professionalism will make you more productive and will lead to the achievement of your individual and group goals. You will also find that the attitude of professionalism you develop here will benefit your larger life at work and your personal life.

Tentative Schedule of Activities and Assignments: The calendar beginning on the next page is tentative. Topics, reading assignments, activities, and deadline dates may change as the term progresses, although every effort will be made to adhere to what is listed. Any changes will be announced on Blackboard or sent via e-mail to your University of Louisville's student e-mail account.

The E-MPA curriculum is especially challenging due to its accelerated format. As is the case with most graduate courses, there is considerable amount of reading. Compared to a typical MPA course, we cover more material at an accelerated pace. Students prove the extent to which they are prepared through online participation and questions. The degree to which students appear prepared is captured through the professionalism grade.

Strategic Human Resource Management – What Is Strategic Human Resource Management?

Day / Date

Pre-Class Readings

09/01

- Why We Love to Hate HR and What HR Can Do About It?
Harvard Business Review (HBR)

Session Learning Outcomes- By the end of the session, students should be able to:

- Gain a general understanding of the role of Human Resource Management within the strategic management process
- Discuss the potential of Human Resource Management systems to provide a unique source of competitive advantage
- Describe the dynamics of the Human Resource Management environment
- Explore the role of organizational values and culture in a global strategy
- Explain possible barriers to effective global human resource management

Human Resource Management and the Environment – Employment Laws

Day / Date	Pre-Class Readings
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09/08	The Legal Environment: Equal Employment Opportunity <ul style="list-style-type: none">• Why Diversity Programs Fail - HBR• Managing a Graying Workforce - HBR• Work Analysis and Design- Identify strategic positions: Which jobs are the most critical to your firm's strategic success? HBR
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Session Learning Outcomes- By the end of the session, students should be able to:

- Understand the major laws affecting Equal Employment Opportunity (EEO)
- Manage within EEO laws and understand the rationale and requirements of affirmative action
- Identify the forces that contribute to the successful management of diversity within the firm
- Assess under what circumstances a group's cultural diversity enhances or detracts from its effectiveness
- Reduce potential conflict among employees resulting from cultural clashes and misunderstandings
- Understand the importance of job analysis in strategic Human Resource Management
- Understand the different approaches to job design, and how to measure the strategic impact of various jobs

Human Resource Management and the Environment- HR Issues In PADM

Day / Date	Pre-Class Readings
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09/15	The Legal Environment: Equal Employment Opportunity <ul style="list-style-type: none">• Great Leaders Who Make the Mix Work HBR <p>BOOK CLUB -BOOK SELECTION DUE - BLACKBOARD</p>
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Session Learning Outcomes- By the end of the session, students should be able to:

- Understand the major laws affecting Equal Employment Opportunity (EEO)
- Manage within EEO laws and understand the rationale and requirements of affirmative action
- Identify the forces that contribute to the successful management of diversity within the firm
- Assess under what circumstances a group's cultural diversity enhances or detracts from its effectiveness
- Reduce potential conflict among employees resulting from cultural clashes and misunderstandings
- Understand the importance of job analysis in strategic Human Resource Management
- Understand the different approaches to job design, and how to measure the strategic impact of various jobs

Diversity, Equity and Inclusion

Day / Date	Pre-Class Readings
09/22	<p>HR Planning and Recruitment</p> <ul style="list-style-type: none">• Managing Diversity and Inclusion at Yelp – HBR• How to Promote Racial Equity in the Workforce- HBR• Getting Serious About Diversity: Enough Already with the Business Case – HBR

**HR BUSINESS CHALLENGES -
INDIVIDUAL ASSIGNMENT DUE**

Session Learning Outcomes- By the end of the session, students should be able to:

- See how effective staffing systems depend on the firm's business strategy
- Describe the recruitment and general selection process
- Identify internal and external sources of recruitment and weigh their respective advantages and disadvantages
- Explain the significance of employee selection considering individual-organization fit
- Distinguish among the major selection methods and describe the degree to which each of these methods meets the demands of reliability, validity, generalizability, utility and legality
- Assess the complexities of executive recruitment and selection
- Make staffing decisions that maximize the hiring and promotion of the best people, in national as well as international context

Acquisition and Preparation of Human Resources

Day / Date

Pre-Class Readings

09/29

HR Planning; Recruitment, Selection and Placement

- Perfect CEO – HBR
- Values-based approach to candidate selection: One hiring manager’s approach - HBR
- How to Onboard New Hires at every Level- HBR
- How Do We Combat Ageism? By Valuing Wisdom as Much as Youth - HBR

**HRM Group Project Proposal Due
VIA BLACKBOARD**

Session Learning Outcomes- By the end of the session, students should be able to:

- See how effective staffing systems depend on the firm’s business strategy
- Describe the recruitment and general selection process
- Identify internal and external sources of recruitment and weigh their respective advantages and disadvantages
- Explain the significance of employee selection considering individual-organization fit
- Distinguish among the major selection methods and describe the degree to which each of these methods meets the demands of reliability, validity, generalizability, utility and legality
- Assess the complexities of executive recruitment and selection
- Make staffing decisions that maximize the hiring and promotion of the best people, in national as well as international context

Business Ethics – Ethical Issues in Management and Corporate Governance

Day / Date

Pre-Class Readings

10/06

- Moral Theory, Frameworks, and the Language of Ethics and Business – HBR
- Using a Framework to Create Better Choices – HBR
- Following Lance Armstrong: Excellence Corrupted – HBR

**Book Club Podcast Presentation to be
Posted on Blackboard - Team 1**

Session Learning Outcomes- By the end of the session, students should be able to:

- Understand the nature of ethical dilemmas and moral judgments in business contexts
- Identify ethical issues in organizational structures from a variety of stakeholder perspectives
- Examine obligations leaders have to followers
- Recognize and resolve ethical conflicts using decision-making rubrics and frameworks
- Recognize situations involving conflicts of interest and evaluate proper use of incentives
- Resolve and defend outcomes to ethical conflicts in management and corporate governance
- Comprehend the importance of maintaining professional integrity

Business Ethics – Ethical Issues in Management and Corporate Governance (cont.)

Day / Date	Pre-Class Readings
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10/13

- Two Tough Calls (A) –HBR
- Is It Worth It?

**Book Club Podcast Presentation
to be Posted- Team 2**

Session Learning Outcomes- By the end of the session, students should be able to:

- Understand the nature of ethical dilemmas and moral judgments in business contexts
- Identify ethical issues in organizational structures from a variety of stakeholder perspectives
- Examine obligations leaders have to followers
- Recognize and resolve ethical conflicts using decision-making rubrics and frameworks
- Recognize situations involving conflicts of interest and evaluate proper use of incentives
- Resolve and defend outcomes to ethical conflicts in management and corporate governance
- Comprehend the importance of maintaining professional integrity

Assessment and Development of Human Resources

Day / Date	Pre-Class Readings
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10/20

- Formal performance appraisal: Improving results through feedback – HBR
- A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products – HBR
- Let's not kill performance evaluations yet – HBR

**Ethical Dilemma Paper Due by
5:30pm via Blackboard**

**Book Club Podcast Presentation
to be Posted -Team 3**

Session Learning Outcomes- By the end of the session, students should be able to:

- Describe the performance appraisal process
- Discuss the advantages and disadvantages of different performance rating systems
- Understand the basics of a 360-degree performance evaluation process
- Identify the problems that have been associated with performance evaluation
- Discuss the potential role of emotion in performance appraisal and how to manage it
- Understand the importance of aligning strategy and human capital practices
- Understand the value of promoting career and personal development opportunities for employees, and the role of succession planning in these efforts
- Compare and contrast the various techniques available for training, including their relative advantages and disadvantages
- Understand the components of training programs for employee orientation, teamwork, info technology, diversity awareness, sexual harassment, creativity, and international assignments

Assessment and Development of Human Resources (cont.)

Day / Date

Pre-Class Readings

10/27

- Reinventing the Business of Government: An Interview with Change Catalyst David Osborn- HBR
- Why Men Still Get More Promotions Than Women – HBR

Book Club Podcast Presentation to be Posted -Team 4

Session Learning Outcomes- By the end of the session, students should be able to:

- Describe the performance appraisal process
- Discuss the advantages and disadvantages of different performance rating systems
- Understand the basics of a 360-degree performance evaluation process
- Identify the problems that have been associated with performance evaluation
- Discuss the potential role of emotion in performance appraisal and how to manage it
- Understand the importance of aligning strategy and human capital practices
- Understand the value of promoting career and personal development opportunities for employees, and the role of succession planning in these efforts
- Compare and contrast the various techniques available for training, including their relative advantages and disadvantages
- Understand the components of training programs for employee orientation, teamwork, info technology, diversity awareness, sexual harassment, creativity, and international assignments

Compensation of Human Resources and Special Topics

Day / Date	Pre-Class Readings
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|--------------|--|
| 11/03 | <ul style="list-style-type: none">• Mental Health and the American Workplace - HBR |
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Session Learning Outcomes- By the end of the session, students should be able to:

- Describe the main decision areas and concepts in employee compensation management
- Describe the fundamental pay programs for recognizing employees' contribution to the organization's success
- Understand the determinants of effective Pay for Performance systems
- Examine organizational drivers and impediments that can impact the success of employee incentive plans
- Describe the major labor-management interactions (organizing, contract negotiations, contract administration)
- Explain how changes in competitive challenges are influencing labor-management interactions
- Describe new, less adversarial approaches to labor-management relations

Compensation of Human Resources and Special Topics (cont.)

Day / Date	Pre-Class Readings
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|--------------|---|
| 11/10 | <ul style="list-style-type: none">• Creating the Best Workplace on Earth -HBR |
|--------------|---|

Session Learning Outcomes- By the end of the session, students should be able to:

- Describe the main decision areas and concepts in employee compensation management
- Describe the fundamental pay programs for recognizing employees' contribution to the organization's success
- Understand the determinants of effective Pay for Performance systems
- Examine organizational drivers and impediments that can impact the success of employee incentive plans

- Describe the major labor-management interactions (organizing, contract negotiations, contract administration)
- Explain how changes in competitive challenges are influencing labor-management interactions
- Describe new, less adversarial approaches to labor-management relations

Group Presentations – *Teams 1 and 2*

Day / Date	Pre-Class Readings
11/17	<p><i>Strategic Human Resource Management Group Project Paper Due – All Teams by 5:30 pm via Blackboard, to be submitted by 1 team member for the entire team.</i></p> <p>POWER POINT PRESENTATION TO BE POSTED VIA BLACKBOARD Teams 1 and 2 (SUBMITTED BY 1 TEAM MEMBER FOR THE ENTIRE TEAM)</p>

Session Learning Outcomes- By the end of the session, students should be able to:

- Demonstrate the ability to integrate theoretical HRM concepts with current management practice
- Demonstrate the ability to provide strategic solutions to identified HRM problems in business organizations and communicate those solutions effectively

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- Demonstrate the ability to integrate theoretical HRM concepts with current management practice
- Demonstrate the ability to provide strategic solutions to identified HRM problems in business organizations and communicate those solutions effectively

Day / Date	Pre-Class Readings	In-Class Activities / Assignments Due
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THANKSGIVING BREAK

Group Presentations – *TEAMS 3 AND 4*

Day / Date	Pre-Class Readings	In-Class Activities / Assignments Due
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12/01

**POST HRM POWER POINT PRESENTATION VIA BLACKBOARD
To be submitted by 1 Team Member for the entire team.**

Group Presentations – *Last Class – Wrap Up*

Day / Date	Pre-Class Readings	In-Class Activities / Assignments Due
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12/06

Welcome to the course!

HR Business Challenges (Individual Assignment)

Due Date: **09/22** Possible Points: **100** Project Type: Individual

You will conduct independent research to identify current challenges that a particular business or industry is facing in the Human Resources arena.

For this assignment, you are asked to interview (Virtual or Online) three representatives from your industry and inquire about the biggest HR related problem(s) they are currently facing in their respective companies and/or industries. Ideally, you will consult with the HR manager/executive from your current organization, plus two other people related to your industry. *(If you are unable to identify additional individuals, you can substitute them with an additional assessment regarding the impact of Covid-19 on the current work environment.)*

Your report (2-3 pages, 12-point font, doubled space) should list your interview partners with respective titles and company contact information, as well as briefly describe the challenges you have collected through your interviews.

Grading Rubric:

	Points Possible	Points Earned
Organization of information	20	
Contact information on interview partners	30	
Description of HR challenges	50	
Total	100	

HR Book Club (Podcast Team Presentation)

Presentations: 10/06, 10/13, 10/20 and 10/27

Possible Project Type: Team
Points:
150

10/6 – Team 1; 10/13 – Team 2; 10/20 – Team 3 and 10/27 -Team 4

Each team will pick a popular press book related to Human Resource Management (the instructor will provide a list with possible book titles) and discuss the selected book within their group as to its relevance and applicability based on the group's collective work experience. In your book club meetings, your team should take a critical look at the specific ideas and viewpoints presented in your chosen book, discuss potential limitations and opposing viewpoints, and find practical application examples. To facilitate the book club meetings, each team member should come prepared with 3-5 discussion questions as well as 1-2 article(s) related to the book's concepts.

Each team will create a Podcast to orally brief the class on their chosen reading. The Podcast will be posted on Blackboard by each team. It is expected that you demonstrate an understanding of the book's main concepts, your (the team's) assessment of the merits and shortcomings of the book's concepts, and that you offer concrete suggestions/solutions. While there is no written component required for this assignment, you are expected to produce a Podcast and post on Blackboard for the class to review.

Please provide the instructor with your book choices by **9/15/2022**.

Grading Rubric:

	Points Possible	Points Earned
Organization and professionalism of presentation and discussion, including ability to lead lively discussion	50	
Content analysis of the selected book concepts	50	
Critical reflection and presentation of practical applications	50	
Total	150	

Ethical Dilemma Project (Individual Paper)

Due Date: **10/20** Possible Points: **150** Project Type: Individual

Project Description - Choose an ethical dilemma facing an organization or manager based on a current media topic that is related to this subject OR choose an ethical dilemma from your own work experience. In your paper (approximate length 2-3 pages, 12-point font, doubled space), address the following issues:

- What are the crucial facts and assumptions?
- Who is the decision-maker in this case? Who should participate in the decision process? Take the position of the decision-maker in your analysis of the case; be sure to present that person(s)' point of view. Your RESOLUTION should reflect what course of action you believe the person(s) should take in this situation.
- Give a detailed analysis and defense of your resolution using a practical ethical framework as a guideline.

Note that papers will be graded on both content and clarity of expression (including organization). Give careful attention to the application of an ethical framework in your analysis of the selected case study and your presentation of the resolution.

Grading Rubric (100%)

	None 0	Poor <74	Needs Work 70-74	Fair 75-79	Good 80-84	Very Good 85-89	Excellent 90-94	Outstanding 95-100
Identification of critical aspects of the case								
Discussion of relevant decision-maker(s)								
Application of ethical framework								
Discussion of alternatives								
Presentation of resolution								
Organization and style of paper (grammar, spelling, etc.)								

Strategic Human Resource Management Plan Team Project (PowerPoint Presentation and Paper)

Due Date: **11/17**
Points: **400**

Project Type: Team

Strategic HRM Business

Plan

- 1) You must identify an actual HRM challenge/opportunity in an organization.
Challenges/Opportunities can relate to (but are not limited to):
 - The areas of the legal environment (EEO, wage and hour, and safety)
 - Talent acquisition and preparation of Human Resources (HR planning and recruitment, selection and placement, training)
 - Assessment and development of Human Resources (performance management, employee development)
 - Employee separation and retention
 - Compensation and benefits (merit increase, pay for performance, team bonuses)
 - Managing Human Resources globally
- 2) Your Team must submit your final project **proposal** (roughly 300 words) by **(09/27 at 5:30pm)**. The proposal must include: the HRM challenge/opportunity, the organization, and the rationale for your selection. **(25 pts.)**
- 3) You must briefly summarize current academic and non-academic literature related to the HRM challenge/opportunity.
- 4) You must provide a recommended strategic solution to the HRM challenge/opportunity in your organization. Your solution must be firmly grounded in the academic and non-academic literature that you reference throughout your business plan.
- 5) You must discuss potential advantages and disadvantages of your recommended solution in the context of gaining a competitive advantage in business organizations using strategic HRM practices.

The business plan (approximate length 12-15pages, 12-point font, doubled space) includes the title page, one-page executive summary, main text, and a minimum of ten reference citations. The plans will be graded on structure and organization, clarity and completeness, relevance of content, quality and variety of sources cited, and general professionalism. **(175 pts.)** ***All papers are due***

11/17 at 5:30 pm.

(PowerPoint or similar posted on Blackboard) are scheduled for: **11/17 and 12/01. (200 pts.)**

Peer Reviews

Team Peer Reviews will be conducted at various times throughout the program. Depending upon the nature of the course, individual instructors may ask for written feedback regarding team productivity during the course.

Grading Rubric:

Content Criteria

	Truly Outstanding	95-100	Excellent	90-94	Very Good	85-89	Good	80-84	Fair	75-79	Needs Work	70-74	Poor	60-69	None	0
Opening, Executive Summary and introduction																
Structure and organization of information																
Relevance of content																
Presentation of HRM problem																
Discussion of strategic solution																
Closing / finish																
Question and answer session																

Stylistic Criteria

	Truly Outstanding	95-100	Excellent	90-94	Very Good	85-89	Good	80-84	Fair	75-79	Needs Work	70-74	Poor	60-69
Body Language (posture, movement, gestures)														
Eye Contact (varied, all areas of room)														
Vocal Qualities (projection, pace, non-monotone)														
Smooth Delivery (Confidence, rhythmic flow, no “ahs” or ums”)														
Style (excitement, professional appearance)														
Slides (visibility, clarity)														

Book List - Group Presentation

- 1) **How to Lead: Wisdom from the World's Greatest CEOs, Founders and Game Changers**
Author: David Rubenstein
- 2) **Diversity In the Workplace: Eye Opening Interviews to Jumpstart Conversations about Identity, Privilege and Bias**
Author: Bari Williams
- 3) **How to be an Inclusive Leader: Your Role in Creating a Culture of Belonging Where Everyone Can Thrive**
Author: Jennifer Brown
- 4) **Hire with Fire**
Author: Denise Wilkerson
- 5) **Can I Bring My Pet Monkey to Work? Answers to of the Wildest Workplace Law Questions**
Author: Charles Passaglia
- 6) **120 Difficult Conversations To Have With Employees**
Author: Dave Young

About the Instructor

Vernessa White Gates

Vernessa Gates is a veteran Human Resources Executive who brings unparalleled, hands-on experience to her role as Chief Compliance/Consultant Officer at V&W Compliance, an independent consulting company that she founded in 2015.

Vernessa completed her undergraduate work at Fisk University and received her MBA from the University of Central Florida.

Her subsequent career in Human Resources spans over 35 years across multiple industries, including food service and hospitality, cannabis, gaming, sports, and entertainment. She previously served as the CPO (Chief People Officer) at Bravo Brio Restaurant Group for 10 years, where she crafted and implemented solutions to employee policies and operations while reporting directly to the CEO. Ms. Gates was the Senior VP of Human Resources for Jillian's Entertainment Group, a multi-venue entertainment company and Vice President for food and beverage (Seattle's Best) company AFC Enterprises. She spent 14 years in management positions in the departments of Operations and Human Resources at Walt Disney World.

She is considered by her peers/colleagues as an HR subject matter expert. This knowledge allows her to identify strategies and solutions to employment/employee related challenges. Amongst her many strengths, Vernessa is able to foster mutually beneficial resolutions to employment compliance issues identified by the DOL and EEOC and partner with legal counsel for lawsuits in both individual cases and class actions. Vernessa is a certified mediator by The National Association of Certified Mediators. She also holds certifications in Strategic Negotiations-University of Michigan and Contact Tracing-John Hopkins University. She is a member of the American Bar Association Dispute Resolution Section, The Association for Conflict Resolution and the Society for Human Resource Management(National/Local).

She also serves as an adjunct professor at the School of Business for Bellarmine University's MBA Program.

Vernessa serves as an active board member for several non-profits in the states of Florida, Kentucky and Nevada. She also served on the curriculum advisory board for the Bob Billingslea's School of Hospitality at Bethune-Cookman University and on several occasions Guest HR Instructor at the University of Central Florida's Rosen School of Hospitality.

She believes that companies are successful and profitable when they work harmoniously with their most valuable resource: their People.

“You’ve got to love your PEOPLE more than your POSITION.” John Maxwell