

MGT 320: *Human Resource Management*  
Spring 2026, Credit Hours: 3

001 Class: Monday/Thursday: 8:30–9:45am  
Ryan Center for Business Studies | **Ryan 205**

002 Class: Monday/Thursday: 10:00–11:15am  
Ryan Center for Business Studies | **Ryan 205**

003 Class: Monday/Thursday: 2:30–3:45pm  
Feinstein Academic Center | **Room 210**

In-Person Instructor:	Thomas Ptashnik, Ph.D. pronounced pah-tash-nick
Office:	Ryan Center for Business Studies 363
E-mail:	tptashnik@providence.edu Email is the best way to contact me
Office Hours:	<b>Thursdays 4:00–5:00pm</b> Ryan Center 363 Available for virtual meetings on Fridays

*In Word, select View > Navigation Pane > Bullet List Symbol to make viewing this document easier.*

## COURSE DESCRIPTION

Whether you decide to become an HR professional or not, human resources impacts every individual: from applying for jobs to undergoing onboarding to completing performance appraisals. Thus, the primary emphasis of this introductory course is to help you understand the central topics related to HR. You will learn how to analyze and design jobs, recruit and select candidates, and manage and compensate employees, among other topics. The curriculum is designed to provide a basic understanding as well as an appreciation of the importance of human resource management.

While this course focuses on human resource management issues, the skills learned will be applicable and valuable to any role. For individuals not intending to go into HR, consider this course an opportunity to understand the mechanisms that determine whether you get the job you want and how your performance and well-being are perceived once you are employed at a company. You will leave this course with tangible work-related materials, including an updated resume, a prepared message for connecting with individuals on LinkedIn, and a refined elevator pitch. The course involves a significant amount of hands-on activities, including a competitive team-based HR-simulation and weekly in-class group activities.

Prerequisites for this course are MGT 101 & MGT 301.

## STUDENT LEARNING OUTCOMES

After completing this course, the student will be able to:

1. Acquire general knowledge in the core business discipline of human resource management and demonstrate functional and integrated competency of this discipline within the Management major (PCSB UG Program Goal 1: Business Knowledge: UG Learning Objectives 1 & 2).
2. Translate concepts from the course into real-world business decisions through simulation exercises while becoming cohesive team collaborators that produce high-quality work.
3. Leverage insights from a better understanding of HR to obtain more desirable job prospects.

## REQUIRED COURSE MATERIALS

HR Simulation from Interpretive. The College covers the cost of the simulation. You can access the simulation through the “FirstDay Course Materials” tab on Canvas. [You will have received an email from customer support the week before classes on how to activate your account.](#) During the first week of class, we will walk through how to use the simulation. Please consult the student manual in the Module page on Canvas if you have questions.

## EXPECTATIONS & PREPARATION FOR CLASS

### Class Expectation

- **Missing class:** Formal attendance is required since a considerable portion of your grade is based on in-class activities with your teammates. **All students will be allowed two (2) missed classes during the semester. After that, absences will be counted against your participation and attendance grade regardless of the reason for missing class.**
- During class, you will be expected to do the following:
  - Actively participate in class activities.
  - Contribute meaningfully to your breakout teams on team-based activities.
  - Provide your thoughts on HR topics and share your experiences.
  - Pose thoughtful questions (to the instructor, classmates, and guest speakers).
- The field of HR is constantly evolving due to new insights and legal mandates. I reserve the right to update course content to reflect any changes I see as relevant to the course.
- You will be assigned to your simulation team at the beginning of the course. Teams are now the primary organizational units of businesses. As such, being able to work competently with your teammates is a strong factor in your final grade in this course.

### Class Preparation

1. All the assignments and materials needed for class each week are posted to Canvas under the Modules tab. Please regularly check Canvas for any updates on the course.
2. The class schedule will detail readings and assignments due BEFORE class. Please complete them on time, be prepared to ask questions, and actively participate in class. **Late submissions will be penalized 25% for every day they are late.**

3. The workload and grading for this are meant to imitate the real world. Instead of having a single exam that counts toward a large percentage of your final grade that you cram for, doing well in this course will require putting in a few hours of work every week across a range of assignments.
4. If you are having issues regarding the class or if circumstances outside of class are impacting your ability to perform, please arrange a meeting with me. We can almost always come up with a way to improve your situation if you come to me for help early enough in the semester.
5. Given the hands-on nature of this course, please bring a laptop to class to work on Interpretive assignments with your teammates. However, **laptops will not be allowed to be used during lectures**. Cell phones are strictly prohibited during class. **If you work on late homework during class, you will receive a 0% for that assignment.**

## ACTIVITIES & ASSIGNMENTS

Please see the “Overview of Major Assignments” tab on the Canvas home page for more assignment details.

Course Assignments	Possible Points	Percentage
1. Assignments and Class Activities	180	36%
2. HR Management Simulation Performance	85	17%
3. Participation and Attendance	45	9%
4. LinkedIn Cold Contact	45	9%
5. Elevator Pitch	45	9%
6. Final Exam Essay	45	9%
7. Simulation Concepts Quiz	30	6%
8. Peer Evaluations	25	5%
<b>TOTAL</b>	<b>500</b>	<b>100%</b>

## COURSE GRADING

Note: I will not bump your grade under any circumstances. There will be opportunities to improve your grade during the semester. Please do not email me during finals week asking for a curve in your grade.

Grades will be posted on Canvas in a prompt manner and are earned as follows:

Grade	A	A-	B+	B	B-	C+	C	C-	D+	D	D-	F
Percent (%)	93–100	90–92	87–89	83–86	80–82	77–79	73–76	70–72	67–69	63–66	60–62	<60

COURSE SCHEDULE

Date	Topic	Simulation: DUE BY 5:00PM ON FRIDAYS; Completed as a team	Assignments: DUE BEFORE NEXT CLASS; Completed individually unless specified Assignments in blue to be submitted on Interpretive, otherwise submit on Canvas
<i>Class 1</i> Monday, Jan 12	Course Introduction		
<i>Class 2</i> Thursday, Jan 15	Simulation Content Overview		<ul style="list-style-type: none"> <li>Availability Survey</li> </ul>
Monday, Jan 19	<b>MLK Holiday—No Class!</b>		
<i>Class 3</i> Thursday, Jan 22	Simulation Software Overview		<ul style="list-style-type: none"> <li>Select Team Leader &amp; Submit Company Name (<i>team</i>)</li> </ul>
<i>Class 4</i> Monday, Jan 26	Simulation Case Quiz & Practice	<ul style="list-style-type: none"> <li>Simulation case quiz (in-class exam)</li> </ul>	<ul style="list-style-type: none"> <li>Questions for Guest Speaker</li> </ul>
<i>Class 5</i> Thursday, Jan 29	HR Guest Speaker: Santino Famiglietti, Centreville Bank		
<i>Class 6</i> Monday, Feb 2	Strategic Planning		<ul style="list-style-type: none"> <li>Goals and Strategies Assignment (<i>team</i>)</li> <li>Budget Allocation Assignment (<i>team</i>)</li> </ul>
<i>Class 7</i> Thursday, Feb 5	Job Analysis (Kickoff with Peter King, PC '27)	<ul style="list-style-type: none"> <li>Simulation 1 decisions</li> <li>Special decision: Job analysis</li> </ul>	<ul style="list-style-type: none"> <li>Job Analysis Questionnaire</li> </ul>
Monday, Feb 9	<b>No Class in Celebration of Baby Ptashnik</b>		
Thursday, Feb 12	<b>No Class in Celebration of Baby Ptashnik</b>	<ul style="list-style-type: none"> <li>You will see your Quarter 1 results, but no new simulation decisions are needed this week</li> </ul>	
<i>Class 8</i>	Job Design		<ul style="list-style-type: none"> <li>Work Design Questionnaire</li> </ul>

Date	Topic	Simulation: DUE BY 5:00PM ON FRIDAYS; Completed as a team	Assignments: DUE BEFORE NEXT CLASS; Completed individually unless specified Assignments in blue to be submitted on Interpretive, otherwise submit on Canvas
Tuesday, Feb 17			<ul style="list-style-type: none"> <li>Staffing Assignment</li> </ul>
Class 9 Thursday, Feb 19	Recruitment	<ul style="list-style-type: none"> <li>Simulation 2 decisions</li> <li>Special decision: Recruiting for temporary positions</li> </ul>	<ul style="list-style-type: none"> <li>LinkedIn Cold Contact Activity (<b>Due March 23</b>)</li> <li>Reading 1: Dream Job &amp; Job Search</li> <li>ITP Metrics Survey</li> </ul>
Class 10 Monday, Feb 23	Managing Teams		<ul style="list-style-type: none"> <li>ITP Metrics Survey Debrief (<i>team</i>)</li> </ul>
Class 11 Thursday, Feb 26	Resumes	<ul style="list-style-type: none"> <li>No simulation decisions are due this week</li> </ul>	<ul style="list-style-type: none"> <li>Resume Assignment (<b>Due March 5</b>)</li> </ul>
Class 12 Monday, March 2	Selection 1: Validity & Reliability (Kickoff with Alanna Bruno, Amica)		
Class 13 Thursday, March 5	Selection 2: Selection Measures	<ul style="list-style-type: none"> <li>Simulation 3 decisions</li> <li>Special decision: Selection of employee</li> </ul>	<ul style="list-style-type: none"> <li>Reading 2: IQ</li> <li>Personality Quiz Reflections</li> <li>IQ Discussion Post</li> </ul>
Monday, March 9	Spring Break!		
Thursday, March 12	Spring Break!		
Class 14 Monday, March 16	Selection 3: Personality & IQ		<ul style="list-style-type: none"> <li>Reading 3: Interviews</li> </ul>
Class 15 Thursday, March 19	Selection 4: Activity	<ul style="list-style-type: none"> <li>Simulation 4 decisions</li> </ul>	<ul style="list-style-type: none"> <li>Best Structured Interview Question (<i>team</i>)</li> <li>Selection Activity (<i>team</i>)</li> </ul>



Date	Topic	Simulation: DUE BY 5:00PM ON FRIDAYS; Completed as a team	Assignments: DUE BEFORE NEXT CLASS; Completed individually unless specified Assignments in blue to be submitted on Interpretive, otherwise submit on Canvas
<i>Class 16</i> Monday, March 23	Onboarding & Cold Contact Debrief		<ul style="list-style-type: none"> <li>Management Audit Assignment (<i>team</i>)</li> </ul>
<i>Class 17</i> Thursday, March 26	Wellness Programs	<ul style="list-style-type: none"> <li>Simulation 5 decisions</li> <li>Special decision: Workplace accommodations</li> </ul>	<ul style="list-style-type: none"> <li>Reading 4: SHRM Salary Ranges</li> <li>Gratitude Activity</li> <li>Wellness Program Activity (<i>team</i>)</li> <li>Work Hours Activity</li> </ul>
<i>Class 18</i> Monday, March 30	Compensation		<ul style="list-style-type: none"> <li>Compensation Assignment</li> <li>Discussion Board Q&amp;A</li> </ul>
Thursday, April 2	Easter Break!		
Monday, April 6	Easter Break!		
<i>Class 19</i> Wednesday, April 8	Benefits		<ul style="list-style-type: none"> <li>Reading 5: Star Performers</li> <li>Elevator Pitch (<b>Due April 23</b>)</li> </ul>
Thursday, April 9	Simulation Working Session (Kickoff with Alexa Katsaros, Proctor & Gamble)	<ul style="list-style-type: none"> <li>Simulation 6 decisions</li> <li>Special decision: Wage negotiations</li> </ul>	
<i>Class 20</i> Monday, April 13	Performance (Kickoff with Morgan Perry, JP Morgan Chase)	<ul style="list-style-type: none"> <li>Simulation 7 decisions</li> </ul>	<ul style="list-style-type: none"> <li>Appraising an Employee (<i>team</i>)</li> </ul>
<i>Class 21</i> Thursday, April 16	Turnover		<ul style="list-style-type: none"> <li>Reading 6: WSJ Article and One-Way Video Interviews</li> </ul>
<i>Class 22</i>	Future of HR	<ul style="list-style-type: none"> <li>Simulation 8 decisions</li> </ul>	



Date	Topic	Simulation: DUE BY 5:00PM ON FRIDAYS; Completed as a team	Assignments: DUE BEFORE NEXT CLASS; Completed individually unless specified Assignments in blue to be submitted on Interpretive, otherwise submit on Canvas
Monday, April 20		<ul style="list-style-type: none"> <li>Special decision: Remote and flexible work</li> </ul>	
<i>Class 23</i> Thursday, April 23	Elevator Pitches		<ul style="list-style-type: none"> <li><b>HR Jeopardy in-class team exam on April 30</b></li> </ul>
<i>Class 24</i> Monday, April 27	Simulation Debrief & Concepts Quiz	<ul style="list-style-type: none"> <li>Simulation concepts quiz (in-class exam)</li> </ul>	<ul style="list-style-type: none"> <li>Final Exam Essay – Research Portion</li> </ul>
<i>Class 25</i> Thursday, April 30	HR Jeopardy		<ul style="list-style-type: none"> <li>Peer Evaluations</li> </ul>
Times vary—see below	HR Final Exam Essay	Do not make travel plans to leave prior to your final assessment time, as you must complete the essay in person	

**Final Exam Schedule**

- 001 Class 8:30AM: Friday, May 8<sup>th</sup>, 1:30 PM – 3:30 PM (Ryan 205)
- 002 Class 10AM: Tuesday, May 5<sup>th</sup>, 11:00 AM – 1:00 PM (Ryan 205)
- 003 Class 2:30PM: Friday, May 8<sup>th</sup>, 8:30 AM – 10:30 AM (Feinstein 210)

## MENTAL HEALTH RESOURCES

Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make choices<sup>1</sup>. Though basic, I think it's worthwhile to state that we are impacted by our mental health just as we are impacted by our physical health. Struggles with mental health are common. Nearly one in five U.S. adults live with a mental illness,<sup>2</sup> and only 44% of adults with diagnosable mental health problems receive needed treatment.<sup>3</sup> Please don't wait too long to ask for help.

How to seek help and find support for yourself or someone you know:

- The Personal Counseling Center provides students with individual counseling for a range of personal, developmental, and psychological issues and also assists students in exploring problematic academic concerns such as memory, concentration, perfectionism, procrastination, and conflict resolution. [Visit the Personal Counseling Center website to learn more or make an appointment.](#)
- The Student Health Center provides comprehensive and confidential physical and mental health services. [Visit the Student Health Center website to learn more or make an appointment.](#)
- Faculty members, staff members, and students can share mental or physical health concerns about a student with the campus [CARE team](#), an interdepartmental intervention and support team.

## GENERAL INFORMATION

### Artificial Intelligence

Given the increased pervasiveness of AI programs utilizing LLM technology (e.g., ChatGPT, Copilot, Grammarly, Gemini, etc.), you may use them to brainstorm ideas for the assignments for this course. These models are adept at serving as a thinking partner and helping you better understand concepts, unlock creativity, and express yourself more clearly.

At the same time, these technologies have many shortcomings. Your instructor cares about your ability to find a job and grow as a person during your time in college. Using these tools as a substitute for critical thinking, rather than a complement, will make you ill-prepared to understand the fundamentals of business and be articulate in situations without these chatbots present (e.g., meetings, interviews, and networking events). *Most importantly, these technologies cannot provide insight into you as a human being:* your strengths and weaknesses, past experiences, and growth. It will give shallow, generic responses when asked to reflect on these topics and, therefore, is **prohibited** in reflection assignments in this class, such as the personality quiz reflections, LinkedIn Cold Contact activity, and the discussion board post.

**If you are unsure about whether you are appropriately or accurately using an AI program, please contact your instructor ahead of time.**

### DEI

Providence College seeks to ensure that diversity, equity, and inclusion, in its many forms, are considered in every aspect of campus life by making diversity, equity, and inclusion a factor in, and a component of, all decision-making and resolving to increase and retain DEI in its many forms, on campus.

### Credit Hours

For each hour of credit, the expectation is to spend an hour out of class over a period of 15 weeks. The College's deadlines for course registrations, course withdrawals, changing to pass/fail, etc., are reflected on the academic calendars, which can be accessed [here](#). In addition, general related comments from the Office of Enrollment Services can be found online.

### Classroom Safety Procedures


Upon activation of the building fire alarm, all occupants must exit to a position safely away from the building. If you require assistance during an emergency, please contact the instructor so arrangements can be made in advance. Students are encouraged to become familiar with the locations of emergency exits.

### Copyright Policy

Materials used in connection with this course may be protected by Copyright Law. Students may not share class materials without the express permission of the instructor. For more information, including Fair Use guidelines, please see the College's Copyright Policy and Guidelines at <http://www.providence.edu/library/research/Pages/copyright.aspx>.



The **Student Success Center** (SSC), located on the 2nd floor of the Phillips Memorial Library, offers a variety of academic support services, which are available both in person and online. Below is an abbreviated list of services. For additional information, please visit <https://academic-services.providence.edu/> or call (401) 865-2494.

Service	Contact/Make an appointment
<p><b><u><a href="#">Christie Family Tutoring Center</a></u></b></p> <p>Peer tutoring is available in a variety of subject areas, including DWC.</p>	<p>Christie Family Tutoring Center: 401-865-2855</p> <p>Writing Center: 401-865-1286</p> <p><b><u><a href="#">For self-service online scheduling:</a></u></b></p>
<p><b><u><a href="#">Writing Center</a></u></b></p> <p>Writing consultations are available at any stage of the process – from brainstorming an outline to polishing a final draft.</p>	
<p><b><u><a href="#">Accessibility Services</a></u></b></p> <p>401-865-1121</p> <p>The SSC facilitates equal access to the College’s academic programs and activities for students with documented disabilities, in accordance with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act.</p>	<p>Students who may require <b>academic accommodations</b> should visit <a href="https://academic-services.providence.edu/services/">https://academic-services.providence.edu/services/</a> or email <a href="mailto:accommodations@providence.edu">accommodations@providence.edu</a></p>
<p><b><u><a href="#">Academic Coaching</a></u></b></p> <p>401-865-2679</p> <p>Learning specialists are available to help improve skills in a variety of areas, such as critical reading, note taking, and time management.</p>	<p><b><u><a href="#">ESL Support</a></u></b></p> <p>401-865-2673</p> <p>Individualized support is available for non-native English speakers who would like to improve their reading, writing, and oral language skills.</p>

### Academic Integrity

Students are expected to abide by the college policy on academic integrity. Infractions will be reported to Provost's office and students will receive a 0% for that assignment.

The principal violations of academic integrity include but are not limited to, plagiarism, cheating, forgery, lying, and collusion. Types of academic activities governed by this policy include but are not limited to exams, quizzes, papers, graded homework, group assignments, online assignments, lab projects, lab reports, or any other assignments given by an instructor.

1. Plagiarism: copying or stealing the thoughts, ideas, descriptions, or arguments of another person or entity and presenting them as one's own or attributing them to oneself.
2. Cheating: practicing deception or fraud in assessments by obtaining information in ways contrary to rules or instructions.
3. Forgery: creating a false document or altering a real one to be used as if genuine. This practice includes signing another's name without permission.
4. Lying: knowingly telling an untruth verbally or in writing, including knowingly telling instructors, deans, or other untruths.
5. Collusion: assisting or attempting to assist another student in an act of academic misconduct; working together on an assignment meant to be completed independently.
6. Fabrication: submitting contrived or altered information in any academic exercise, such as making up data, citing nonexistent articles, contriving events, and sources of information.
7. Duplicate Submissions of the same work: submitting any work for the purpose of fulfilling a subsequent assignment without appropriate revision to meet the instructional goals of the current course. In cases of uncertainty or ambiguity, a student should consult with the instructor.

### Privacy Statement

In this class, software may be used to audio record live class lectures/ discussions. As a student in this class, your participation in live class lectures/ discussions may be recorded. Recordings, if any, will be made for one or more of the following purposes: (1) for access only by students registered in the class; (2) to assist registered students who cannot attend a live session; (3) to serve as a resource for a registered student with a documented disability when Academic Support Services determines that a recording is a reasonable accommodation. Recordings, if any, will be made unavailable to approved student(s) after the course concludes.