

## ***MANA 7394 - (Section 21358) Human Resources Management in the Oil and Gas Sector***

### **GLOBAL ENERGY HRM – Fall 2018**

Time: Thursdays from 6:00 p.m. – 9:00 p.m.  
Room: CEMO 105  
Professor: Mark Esselman – SVP, Global Human Resources, Buckeye Partners  
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Office Hours: After class or by appointment

### **COURSE OBJECTIVE**

The main purpose of this course is to contemplate the effective management of people and resources at work in the oil and gas sector of the energy industry. Human Resources Management examines the process of building and maintaining a competitive advantage through human capital resources and strategies. We will study and discuss the impacts of organizational policy, culture, governmental regulations, industry practices, staffing, compensation, training and performance management within the industry and on business decisions around human capital. Students will also learn and be exposed to summarization and presentation skills to enhance their abilities in the workplace.

### **INSTRUCTOR PHILOSOPHY FOR MANA 7397**

The benefit of the evening classes and of the MBA program is that it brings together people of diverse backgrounds to share experiences that enhance learning. The richness of these learnings will rely heavily on discussions, examples and dialogue provided in and during class. The instructor's role is to draw on both the experiences of students and my own background to provide information; a framework for action planning; and an awareness that gives the participants a practical platform for their decision making, whether their goals are to go into HR as a profession or to understand the implications of human capital decisions from a broader general business perspective. The course is designed to give students professional workplace comprehension and skills as they play leadership roles in organizations throughout their own career adventures.

### **COURSE EVALUATIONS**

The Bauer College of Business has a policy that requires all of its instructors to be evaluated by their students. In our class, we will discuss the concept of continuous learning as part of both organizational culture and team/individual development. You will also repeatedly hear the concept that “feedback is a gift!” I am here because I want to be and I am seeking your input as to how I can improve my performance through content, delivery, exercises, etc. Please provide feedback throughout the semester and please complete the faculty evaluation forms at the end of the semester.

### **ACADEMIC HONESTY**

The University of Houston Academic Honesty Policy is strictly enforced by the C.T. Bauer College of

Business. No violations of this policy will be tolerated in this course. A discussion of the policy is included in the University of Houston Student Handbook. Please review the policy online in the Student Handbook. Students are expected to be familiar with this policy.

### **ACCOMODATIONS FOR STUDENTS WITH DISABILITIES**

The C.T. Bauer College of Business would like to help students with disabilities achieve to their highest potential. To this end, in order to receive academic accommodations, students must register with the Center for Students with Disabilities (CSD) (telephone 713-743-5400) and present approved accommodation documents to their instructors in a timely manner.

### **CLASSROOM COMPORTMENT AND CIVILITY**

As students enroll in courses offered by Bauer College, you are expected to adhere to the ethical principles described in the Bauer College Code of Ethics and Professional Conduct (Bauer Code), in addition to those required by the UH Student Handbook. Please review the Bauer Code online or you may obtain a copy of the UH Student Handbook from the Dean of Students Office located in room 252 of the University Center or by visiting the publications webpage on the Dean of Student's website. tudents are expected to conduct themselves according to policy and as follows:

- \* Attendance – You are expected to be at class. Expected absences should be emailed to me ([messelman@buckeye.com](mailto:messelman@buckeye.com)) at least two hours prior to the scheduled start of class, if possible.
- \* Timely arrivals and departures – It is expected that you arrive to class on time and prepared.
- \* Attention during class- It is expected that you provide your full attention during class. As a large component of your grade will be linked to participation, this becomes essential.  
Discussions that are not “on topic” or are not useful to the classroom setting; checking emails or texts, listening to music, reading, surfing the internet and/or activities not directly related to the classroom discussion are not acceptable.
- \* Use of cell phones and texting during class – Please turn off your cell phones before coming to class. There will be time during breaks or after class to respond to calls or texts. If you have an emergency, please discuss it with me prior to class.
- \* Respect for other students – Everyone is encouraged and expected to participate in class activities and discussions. While doing so, it is important to allow everyone to fully express his or her opinion. The classroom environment must be one which encourages full participation from each student.
- \* Preparation for class- Each week, there will be preparation required prior to class. Most often, that includes reading(s) in one of the texts. Each week, I will call upon one of the students to summarize the readings for the class. That summarization will be followed by a discussion.  
Whether you are called on to summarize or just participate in the ensuing discussion, you have a duty to yourself and your classmates to be prepared. Please make sure, prior to the conclusion of each week’s class, you have a firm understanding of the preparations required and expectations for the following week’s class.
- \* Harassment – Making harassing or obscene comments or gestures to other students, faculty or members is unacceptable. This includes sending harassing emails, texts, voice messages, social media commentary, etc.

## **REQUIRED TEXTS**

Werner, S., Inkpen, A., and Moffett, M.H. 2016. *Managing Human Resources in the Global Oil & Gas Industry*. Pennwell Corp.

Feiner, Michael C. 2005. *The Feiner Points of Leadership*. Business Plus.

## **DETERMINANTS OF GRADING**

In percentages...

Weekly readings, classroom presentations and summarization/presentation	30%
Performance Management Process Design	5%
Performance Feedback Role Play	10%
Interview/Data Extraction Role Play	5%
Training Architecture modeling	5%
Developmental Plans	10%
Presentations on Manpower Planning and Succession Planning models	5%
Feiner book discussion	10%
CHRO Perspective	5%
Final Exam	15%

## **CLASS CONTRIBUTION**

This class is expected to have completed all readings and assignments in a timely manner. Students will be called upon to review and summarize the readings and discussions will ensue.

Participation will be based upon attendance and in-class contributions. Students are not expected to have all the “right answers” in every case or discussion. Nor are they expected to dominate the discussions in class. However, they are expected to be prepared and to contribute.

The following is an outline of how evaluation will be assessed relative to both the quality and the quantity of participation. Classroom participation should demonstrate (1) evidence of preparation of cases, readings and assignments; (2) clarity and conciseness of understand and points of view; (3) and strong analysis and creativity in making summarizations, drawing conclusions and/or developing a solution.

(Full disclosure...I have borrowed heavily from Professor Dusya Vera's Syllabus for the course on Ethical Leadership and Critical Reasoning.)

**Excellent Performance****A**

- Initiates information, examples and issues around topics discussed
- Demonstrates an awareness and understanding of central issues and challenges
- Demonstrates listening skills by remaining on the same page as other classmates as shown by comments and discussions
- Draws others into the discussion; free exchange of ideas and building on issues/opportunities
- Brings up questions and/or raises related issues that need to be further explored and discussed
- Clarifies points that others may not fully understand
- Draws upon practical and “real life” examples or personal opinions as appropriate
- Offers relevant/succinct input to the class
- Demonstrates ability to apply, evaluate and synthesize course material and information
- Prepares and submits all assignments in a timely and thoughtful manner

**Good Performance****B**

- Regularly participates in discussions
- Shares relevant information
- Gives feedback to classroom discussions
- Consistently demonstrates knowledge of reading assignments
- Displays ability to analyze/apply course materials
- Demonstrates willingness to attempt to answer questions
- Prepares assignments on time with some degree of thoughtfulness

**Fair Performance****C**

- Loose and disorganized around readings
- Participates in group discussions when solicited or prompted
- Offers clear and concise information relative to assignments
- Offers input but tends to rely upon and/or offer the intuitive
- Attends class regularly
- Prepares most assignments on time with some degree of thoughtfulness

**Poor Performance****D**

- Anything and everything else

**OTHER CLASS ACTIVITIES AND ASSIGNMENTS**

During the semester, we will employ a variety of role playing activities; individual and group projects; presentations; and some small degree of research. None of these activities will be overly time consuming but are intended to show that the student can access relevant information; provide fundamental analysis and thought around relevant topics; and can demonstrate core skills and make sound business recommendations.

## **ASSIGNMENT SCHEDULE**

<b>DATE</b>	<b>TOPIC &amp; POSSIBLE ACTIVITIES</b>	<b>READINGS FOR NEXT CLASS</b>
<b>Prior to 1<sup>st</sup> class</b>	Intro to Course	<b>Chapter 1 and 2 of text</b>
Aug 23 <sup>rd</sup>	Function of HR Discussion of Purpose and Strategies	p. 98-101; 150-156; 192-199; 241-243; 298-300; 338-342; and 368
Aug 30 <sup>th</sup>	Performance Management Last portion of class: Design Performance Mgmt Process/System	Work on Design Project
Sept 6 <sup>th</sup>	Presentations on Performance Mgmt Process/System Design Role Play Performance Feedback	p. 102-111; 156-162; 199- 205; 243-248; 302-305; and 369
Sept 13 <sup>th</sup>	Compensation and Benefits Discussion on job value and worth; “how to” compensate discussions; and Benefits Design discussions	p. 80-90; 141-144; 176-183; 230-237; 288-293; 329-335; and 365-367
Sept 20 <sup>th</sup>	Talent Acquisition Sourcing, staffing and onboarding to support the business strategies	p. 91-97; 145-149; 184-191; 238-241; 293-297; 335-338; and 367
Sept 27 <sup>th</sup>	Training & Development Training Architecture and Developmental feedback and planning	Prepare for one-on-one
Oct 4 <sup>th</sup>	One-on-one appointments and feedback	Internet search for examples of Manpower Planning models and succession planning models
Oct 11 <sup>th</sup>	Presentation and discussions of Manpower Planning models and Succession Planning models	
Oct 18 <sup>th</sup>	Labor Relations, Trade Unions and Employment Law discussions including: -Redundancies and layoffs	Read: The Feiner Points of Leadership

	-Unions and Work Councils -Legal restrictions and alphabet soup	
Oct 25 <sup>th</sup>	Culture Management Discussion of Feiner book and of the Importance of culture to and inside the organization	Build cultural profile of past/current employers with (brief) analysis and change proposals
Nov 1 <sup>st</sup>	1 <sup>st</sup> hour – CEO guest speaker (TBD) Presentations on cultural profiles and change proposals	Individual proposals to gain HR perspective
Nov 8 <sup>th</sup>	CHRO Perspective Discussion and sharing/presentations Group exercise (smaller groups)	
Nov 15 <sup>th</sup>	Class Choice and/or Guest Speaker	
Nov 22 <sup>nd</sup>	Thanksgiving Holiday – No Class	
Nov 29 <sup>th</sup>	Course Wrap-Up Bring laptops or I-pads for final exam Final to be done in WORD document and emailed to <a href="mailto:messelman@buckeye.com">messelman@buckeye.com</a> by 9:00 p.m. on 11/29/18	