Course Syllabus

FCBE MGMT 3215-001 – Management of Human Resources
Fall Semester, 2018
Tues/Thurs 9:40-11:05 am, FCB 127
3.0 Credit Hours
(Last updated: 8/29/2018)

Instructor: David F. Arena Jr.
E-mail: dfarena@memphis.edu
Office: FCB 250
Office Hours: By Appointment

Course Overview

MGMT 3215 is designed to familiarize undergraduate students with topics, concepts, terms, and relevant practices for managing human resources in modern organizations. Human resource management (HRM) is one of the most critical aspects of any organization, as it plays a direct role in the entire “life cycle” of an employee from hiring to retiring. Recent research has reinforced the importance of maintaining strong human resource practices for gaining and sustaining a competitive advantage over other organizations in any given market. This course will cover several broad areas of human resources. These areas include, but are not limited to, strategic human resource management, EEOC and diversity concerns, hiring and selection, training and development, employee retention, compensation and benefits, and employee well-being and safety.

Pre-Requisites/Co-Requisites

There are no required pre-requisites for this course.

Required Texts

There are two required textbooks for this course. They are listed below.


Location of Course Materials

All the course materials are located on the eCourseware website: eCourseware website (opens in new window). Course exams and assignments will be administered and submitted exclusively via eCourseware. You will access eCourseware by logging in using your Memphis UUID and password.

You must be registered for this course and section to enter the eCourseware page for this course! Please note that sometimes the registrar’s enrollment data is late arriving: so, if you are denied access initially, try again in 24 hours. IMPORTANT: Be sure that you have completed the browser and java check provided on the eCourseware login page. It may not operate correctly if your browser/java does not meet the stated requirements. You can read about the minimum technology requirements at the UofM Online Website: http://www.memphis.edu/ecampus/technical/php. You are responsible for ensuring that you have access to the website and technology requirements so that you can complete the course requirements.

If you encounter any technical difficulties and need technical support with eCourseware, I would strongly advise you to contact the Information Technology Service (ITS) help desk here at UofM at 901-678-8888. While I can answer ‘general’ questions about the eCourseware interface, I cannot provide individualized technical support to assist you with computer problems.

Use of the eCourseware website is asynchronous, meaning you can log in anytime 24 hours a day, 7 days a week, from anywhere in the world if your computer is connected to the internet. However, there are specific periods of time when exams and assignments are open and closed and deadlines for the completion of these activities. These are all located in the syllabus. If any deadlines change, I will inform you all via email and in class.

Course Objectives

This course is an introduction to concepts surrounding human resource management. By successfully completing this course, students will be able to:

- Understand how Human Resources fit into the overall structure of an organization
- Understand the tenets of job analysis as the cornerstone of HR
- Methods for successfully recruiting and selecting talent based on valid and legally defensible methods
- Understanding the basic legal environment and how it applies to HRM responsibilities (i.e., EEOC)
- Effectively implement training and development programs to obtain desired outcomes
- Accurately and precisely gauging employee performance while reducing bias throughout the performance management process
- Design a compensation/benefits system to motivate and retain employees
- Recognize the signals of employee turnover to maintain top talent
- Create an inclusive organizational culture where employees feel valued and included
- Understand the organizations role in promoting the health, safety, and well-being of its employees
Fogelman College: Learning Outcomes for Your Degree

This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBA degree program.

- BBA Program Outcomes (opens in new window)

Course Methodology

Both you, as the student, and I, as the instructor, are responsible for making this course a positive learning environment for all parties. How much you decide to put into this course is, however, your choice. My goal is to create a learning environment that balances between presenting necessary course material and fostering involvement through in-class discussions, case analyses, and course assignments. Please know that my lectures will not be a regurgitation of the information in the textbook; rather, the goal of my lectures will be to integrate course material in a manner that promotes critical, evaluative, and independent thinking while helping you to extend and apply the concepts you read about in the textbook before you come to class. Therefore, lectures will be interactive and will include a mix of components such as the presentation of course material, application of HR concepts to current events and news stories, group activities, and multimedia (e.g., video cases, news stories, YouTube links, TedTalks). As individuals who will either be employed, employ others, or know someone who is employed, I find it essential to have a basic understanding of topics concerning managing human resources as both a student and an employee. It is my hope that you retain some of the information in this course after the semester has been completed to maximize your own experiences at work.

Attendance

I am of the belief that the people who are most interested in learning and gaining practical knowledge will come to class regularly. Further, research shows a consistent positive relationship between attendance and course grades. Further still, employment (in most cases) is contingent upon not only performing job duties, but arriving to work on time. However, this is a college-level course and you are adults, so it is ultimately up to you to determine what you get out of your education. All course readings and lecture slides will be posted on eCourseware (lecture slides will typically be posted at least 24 hours prior to lecture). However, some material may appear on the exams that is not covered in the assigned readings or in the lecture slides such as in-class discussion or video clips from class (Note: Video clips will NOT be posted on eCourseware, so if you miss class, please do not ask me for them). In my opinion, a complete understanding of the course material cannot be obtained simply by reading the textbook. Combining this with regular class attendance is paramount to your success in this course. Therefore, I strongly encourage, but do not require, you to attend class. If you do need to miss class, I would encourage you to ask a classmate for his or her notes. Please do not ask me for my personal notes or for access to any video clips that you may have missed when you did not attend class.
Grading and Evaluation Criteria

Course grades are assigned based on your performance on the following items:

- Three 30 question multiple-choice exams worth 30 points each (3 x 30 = 90 pts)
- Three written case analyses worth 20 points each (3 x 20 = 60 pts)
- One business article assignment worth 25 points (25 pts)
- One research article assignment worth 25 points (25 pts)

Final Course Grades

The total number of possible points for this course is 200. Course grades are assigned based on the total number of points you earn as follows:

<table>
<thead>
<tr>
<th>Point Range</th>
<th>Percent Range</th>
<th>Assigned Grade</th>
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<tbody>
<tr>
<td>180-200</td>
<td>90-100%</td>
<td>A</td>
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<tr>
<td>160-179</td>
<td>80-89%</td>
<td>B</td>
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<tr>
<td>140-159</td>
<td>70-79%</td>
<td>C</td>
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<tr>
<td>120-139</td>
<td>60-69%</td>
<td>D</td>
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<tr>
<td>0-119</td>
<td>0-59%</td>
<td>F</td>
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</tbody>
</table>

List of Formal Assessed Activities

eCourseware Exams (90 points)

You will take three online exams on the eCourseware website in the Quizzes tab throughout the course of the semester. You will have a **24-hour window for taking each exam**, Exams will be available starting at 10am on the day of the scheduled exam until 10am the following day (i.e., 24 hours). However, the exams are timed and are **NOT** open-book. Once you begin the exam, you will have 45 minutes to complete the 30 multiple choice questions and submit it (approximately 1.5 minutes per question). You will only be allowed one attempt at taking each exam. Once you submit your answers, you may not attempt the exam again or make any changes to your answers. **Students will not physically come to the classroom on exam days since exams are completed online through eCourseware.** Thus, we will have no in-class meeting on scheduled exam days.

**IMPORTANT:** You are responsible for ensuring that you have access to a reliable computer and adequate internet connection and for addressing any technical issues (computer and internet) that you come across. If you encounter technical difficulties and need technical support with eCourseware while taking an exam, you should contact the Information Technology Service (ITS) Help Desk at 901-678-8888. Failure to do so does not excuse you from course requirements, exams, or assignment deadlines.
Missed examinations may not be made up without prior permission from the instructor, no exceptions. Each exam is non-cumulative and will cover approximately one-third of the course material. There is also an optional cumulative final exam (30 multiple choice questions covering all semester topics). You may use this final exam grade to replace your lowest of the first three exams. **If you choose to take the final exam, it cannot hurt your grade in any way.** If you score lower on the final exam than all your previous exam scores, your final exam score will be dropped. While this final exam is optional, I would strongly encourage you to take it.

**Case Analyses (60 points)**

Each student must submit three written case analyses from cases assigned in the course schedule (see below). These case analyses should be a full page of typed text, single-spaced, in size 12 Arial, Calibri, or Times New Roman font, with no more than one-inch margins. Please be sure to proofread your papers before submission, as accurate spelling and grammar will factor into your grade on each assignment. Each case analysis will be worth 20 points.

For each case analysis, you must address each of the five steps listed below.

- Step 1: Identify the HR problem
- Step 2: Identify Cause(s) of the HR problem
- Step 3: Generate Potential Solutions to the HR problem
- Step 4: Identify the Best Solution to the HR problem
- Step 5: Outline the Steps for Implementing the Best Solution to the HR problem

Please label your answer to each step in your one-page case analysis based on the example posted on eCourseware. An example assignment will be posted on eCourseware for your reference during the early part of the semester. Case assignments which correspond to each topic are listed in the course schedule below and can be found in the Nkomo textbook.

- Case analysis #1 must analyze **ONE** of the following cases from the Nkomo textbook:
  - Nkomo # 26, 8, 11, 12, or 38
  - **Case analysis #1 is due Thursday September 13th by 11:59pm** and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.

- Case analysis #2 must analyze **ONE** of the following cases from the Nkomo textbook:
  - Nkomo # 35, 37, 51, 53, 59, or 60
  - **Case analysis #2 is due Tuesday October 23rd by 11:59pm** and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.

- Case analysis #3 must analyze **ONE** of the following cases from the Nkomo textbook:
  - Nkomo # 76, 77, 78, 52, 89, or 90
  - **Case analysis #3 is due Thursday November 29th by 11:59pm** and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.

Case analyses will be evaluated based on the following criteria: clarity and completeness of responses to each of the five steps above, spelling/grammar/punctuation, adherence to style guidelines outlined above, and professionalism and integrity of responses.
Business Article Assignment (25 points)

Each student must submit a one-page written summary of an HR-related business article published in either 2017 or 2018 in one of the following outlets; Business Week, Forbes, Fortune, Harvard Business Review, or HR Magazine. Points will be deducted if you do not select an article that meets the specifications listed in the previous sentence. I encourage you to reach out with your articles early via my email if you are unsure if the article you selected fits the parameters of the assignment. I would be happy to check and verify them for you to ensure you are on the right track!

Your summary must address all the following questions:
- What was the purpose of the article?
- How does the article relate to one or more topics covered in class?
- What are the practical/applied implications of this article for the field of HRM?

The business article summary must be one page of single-spaced text, in size 12 Arial, Calibri, or Times New Roman font, with no more than one-inch margins. (Note: Do not place large titles/headings at the top or bottom of the page to try and take up space so you can write less. Points will be deducted for this).

The business article assignment is due Thursday October 11th by 11:59pm and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox. When you submit your summary through eCourseware, you must also submit a PDF copy of the article you are summarizing OR place a DIRECT LINK to the article at the bottom of your paper (meaning that I do not have to make any additional clicks to access the article after clicking your link). If you fail to do so, three points will be deducted from your overall grade on this assignment.

The assignment will be evaluated based on the following criteria: clarity and completeness of responses to all three prompts outlined above, spelling/grammar/punctuation, adherence to style guidelines outlined above, and professionalism and integrity of responses. NOTE: Three points will be deducted from your overall grade on this assignment if you do not provide either direct access to the article or a direct link in your document.

Research Article Assignment (25 points)

Each student must submit a one-page written summary of an HR-related research article published in either 2017 or 2018 in the Journal of Applied Psychology (JAP), the Journal of Management (JOM), Personnel Psychology (PPSYCH), or the Journal of Organizational Behavior (JOB). You may use either the University of Memphis library database or Google Scholar to find your article. Points will be deducted if you do not select an article that meets the specifications listed in the previous sentence.

Your summary must address all the following questions:
- What was the purpose of the research article?
- How does the article relate to one or more topics covered in class?
- What are the practical/applied implications of this article for the field of HRM?

The research article summary must be one page of single-spaced text, in size 12 Arial, Calibri, or Times New Roman font, with no more than one-inch margins. (Note: Do not place large titles/headings at the top or bottom of the page to try and take up space so you can write less.
Points will be deducted for this). As with the business article assignment, feel free to reach out with your articles to me beforehand. I would be happy to check them and make sure you are on the right track.

**The business article assignment is due Tuesday November 13\(^{th}\) by 11:59pm and must be submitted electronically via eCourseware in the MGMT 3215 course Dropbox.** When you submit your summary through eCourseware, you must also submit a PDF copy of the article you are summarizing OR place a DIRECT LINK to the article at the bottom of your paper (meaning that I do not have to make any additional clicks to access the article after clicking your link). If you fail to do so, three points will be deducted from your overall grade on this assignment.

**Schedule of Activities**

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic(s)</th>
<th>Mathis Chapter(s)</th>
<th>Nkomo Cases</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>Tues Aug 28(^{th})</td>
<td>Introduction &amp; Syllabus</td>
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<tr>
<td>Thurs Aug 30(^{th})</td>
<td>Intro to HR and Strategic HR</td>
<td>Chapter 1</td>
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<td>Chapter 2</td>
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<td>Tues Sept 4(^{th})</td>
<td>EEOC, Diversity, Legal Issues</td>
<td>Chapter 3</td>
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<td>Thurs Sept 6(^{th})</td>
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<td>Tues Sept 11(^{th})</td>
<td>Job Analysis</td>
<td>Chapter 4</td>
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<td>Thurs Sept 13(^{th})</td>
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<td><strong>Case Analysis 1 Due (9/13)</strong></td>
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<tr>
<td>Tues Sept 18(^{th})</td>
<td>Employee Recruitment</td>
<td>Chapter 6</td>
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<td>Thurs Sept 20(^{th})</td>
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<td>Tues Sept 25(^{th})</td>
<td><strong>Exam 1</strong></td>
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<td><strong>Exam 1</strong></td>
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<td>Thurs Sept 27(^{th})</td>
<td>Employee Selection</td>
<td>Chapter 7</td>
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<td>Tues Oct 2(^{nd})</td>
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<td>Thurs Oct 4(^{th})</td>
<td>Training &amp; Development</td>
<td>Chapter 8</td>
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<td>Chapter 9</td>
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<td><strong>Business Article Assignment Due (10/11)</strong></td>
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<td>Tues Oct 9(^{th})</td>
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<td>Dates</td>
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<td>Nkomo Cases</td>
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<td>Thurs Oct 11th</td>
<td>Training &amp; Development Continued</td>
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<td>Tues Oct 16th</td>
<td><strong>NO CLASS – FALL BREAK</strong></td>
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<tr>
<td>Thurs Oct 18th</td>
<td>Performance Management</td>
<td>Chapter 10</td>
<td>59, 60</td>
<td>Case Analysis 2 Due (10/23)</td>
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<td>Tues Oct 23rd</td>
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<tr>
<td>Thurs Oct 25th</td>
<td><strong>Exam 2</strong></td>
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<td>Exam 2</td>
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<td>Tues Oct 30th</td>
<td>Employee Retention</td>
<td>Chapter 5</td>
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<td>Thurs Nov 1st</td>
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<td>Tues Nov 6th</td>
<td>Employee Compensation</td>
<td>Chapter 11</td>
<td>76</td>
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<td>Thurs Nov 8th</td>
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<td>Chapter 12</td>
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<tr>
<td>Tues Nov 13th</td>
<td>Employee Benefits</td>
<td>Chapter 13</td>
<td>77, 78</td>
<td><strong>Research Article Assignment Due</strong> (11/13)</td>
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<tr>
<td>Thurs Nov 15th</td>
<td>Risk Management and Worker Protection</td>
<td>Chapter 14</td>
<td>52, 89</td>
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<tr>
<td>Tues Nov 20th</td>
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<td>Thurs Nov 22nd</td>
<td><strong>NO CLASS – THANKSGIVING</strong></td>
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<tr>
<td>Tues Nov 27th</td>
<td>Employee Rights &amp; Responsibilities</td>
<td>Chapter 15</td>
<td>90</td>
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<tr>
<td>Thurs Nov 29th</td>
<td>Semester Wrap-Up</td>
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<td><strong>Case Analysis 3 Due</strong> (11/29)</td>
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<td>Tues Dec 4th</td>
<td><strong>Exam 3</strong></td>
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<td>Exam 3</td>
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<tr>
<td>Fri Dec 7th – Thurs Dec 13th</td>
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<td><strong>Optional Cumulative Final will be available on eCourseware.</strong></td>
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Exam Dates (via eCourseware online): Exam 1 – Tues 9/25/18; Exam 2 – Thus 10/25/18; Exam 3 – Tues 12/4/18; Optional Cumulative Final – Fri 12/7/18 – Thurs 12/13/18

- Exam 1 opens on eCourseware Tuesday September 25th at 10am and closes Wednesday September 26th at 10am. It will cover chapters 1, 2, 3, 4, and 6.
- Exam 2 opens on eCourseware Thursday October 25th at 10am and closes Friday October 26th at 10am. It will cover chapters 7, 8, 9, and 10.
- Exam 3 opens on eCourseware Tuesday December 4th at 10am and closes Wednesday December 5th at 10am. It will cover chapters 5, 11, 12, 13, 14, and 15.
- The optional cumulative final opens on eCourseware Friday December 7th at 10am and closes Thursday December 13th at 11:59pm. The final exam will include 30 multiple choice questions from chapters 1-15 and you will have the normal 45 minutes to complete it. **If you choose to take the final exam, it will not hurt your grade.** If you score lower on the final than your three previous exams, your final exam grade will be dropped.

Final Exam Schedule

The final exam for this class will be scheduled according to the Registrar’s academic calendar website [Registrar’s academic calendar website (opens in new window)]. The optional final exam for this class will be held on eCourseware Friday December 7th at 10am through Thursday December 13th at 11:59pm. If you are taking the exam, you can take it any time during this period. However, just like with the other exams, once you begin the exam, you will have 45 minutes to complete and submit it.

Course Policies

I strive to apply rules to all students equally to avoid perceptions of favoritism. With very rare exception due to extreme circumstances, I may, at my discretion, make exceptions to course policies for individual students. I reserve the right to make changes to the Syllabus or Course Schedule at any time.

You are responsible for keeping up with course announcements communicated by the instructor via the course website (in the News utility) and your university email.

You are responsible for learning how to navigate eCourseware.

You are responsible for ensuring that you have access to a reliable computer and adequate internet connection and for addressing technical (computer and internet) problems immediately. Failure to do so does not excuse you from course requirements or deadlines. I will not extend assignment deadlines for individual students who are having problems with their computers or internet access. I will only extend assignment deadlines when there are major glitches or technical problems that affect the entire class, such as a campus-wide problem with the University of Memphis intranet or errors on my part in posting online content or instructions.

Deadlines for all assignments and exams will be strictly enforced for all students. Do not assume that you are entitled to a special exception because you are “busier” than others in the class. We are all busy and we all have personal issues and time pressures outside of school. I will not
accept documents sent to me in hardcopy or via email unless this has been agreed upon in a prior conversation. All assignments must be submitted via the eCourseware Dropbox.

If you experience significant learning obstacles in this course, or have questions or concerns about your performance, grades, or other class-related issues, it is your responsibility to initiate a discussion with me in a timely manner. I would appreciate approaching me with concerns about grades soon after you receive them (avoid bringing up grades received in the beginning of the semester at the very end, if possible). I welcome criticism and feedback offered in a respectful and constructive manner.

E-MAIL:

All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this email. Any inability to receive incoming mail in a timely fashion (e.g., not regularly checking your email, having a “full mailbox” condition, etc.) is the student’s responsibility.

Email is the easiest (and most preferred) method of communicating with me, and I am usually quite fast in responding. If you email me, however, I REQUIRE that you write with professional correspondence and general courtesies (i.e., greeting, signoff/signature, NO “text-speak”). See this website for more information; How to email your professor:

https://www.coloradotech.edu/blog/2018/february/10-tips-for-emailing-your-professor

Adding / Dropping:

If you have questions about adding or dropping classes, please refer to this page on the Registrar’s website (opens in new window).

Academic Integrity:

The University of Memphis has clear codes regarding cheating and classroom misconduct. If interested, you may refer to the Student Handbook section on academic misconduct for a discussion of these codes. Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website (opens in new window). If you have any questions about academic integrity or plagiarism, you are strongly encouraged to review the Fogelman College's Website on Academic Integrity (opens in new window).

I expect you to be aware of these guidelines and conduct yourself accordingly. I do not tolerate cheating or plagiarism in any instance, and I will accept no excuses for dishonest behaviors. By taking this course, you agree that your written assignments and may be submitted to Turnitin.com or a similar electronic method for the purposes of detecting plagiarism. Blatant plagiarism will result in a failing grade (meaning a zero) and may be reported to the University for further action.

Make up Exams & Late Assignments:
Make-up exams and late written assignments are not accepted unless I am a) informed in writing and b) provided with valid documentation of a medical or family emergency. Make-up exams and late written assignments will be decided by me on a case by case basis.

**Syllabus Changes:**

I reserve the right to make changes as necessary to this syllabus throughout the course of the semester. If changes are necessitated during the term of the course, I will immediately notify the students of such changes by individual email communication or posting both notification and nature of change(s) in the eCourseware News utility.

**Student Services**

Any student who anticipates physical or academic barriers based on the impact of a disability is encouraged to speak with me privately. All accommodations for students with disabilities are coordinated through the Disability Resources for Students (DRS). Students requesting disability accommodations should contact DRS at 110 Wilder Tower or 901-678-2880. More information is available at the Disability Resources for Students (DRS) website (opens in new window).

Please access the [FCBE Student Services (opens in new window)](#) page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance

**FCBE Academic Internship Credit**

In FCBE, all majors offer an academic internship course option as a substitution for a required elective in a student’s major. To apply for academic credit, students must obtain an internship highly related to their major, register prior to the start of their internship and have their internship approved by departmental internship faculty. To review the requirements for applying for academic credit, visit FCB Internships Website (opens in new window). Students should allow approximately two weeks for the review and processing of an academic internship application through the Fogelman Internship Network.