

MGT332.M02 Human Resources Management

TuTh 10:20-11:35, BC 111

Fall 2007

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Required Text: Human Resource Management: Positioning for the 21st Century, 11th edition, 2006, by Mathis & Jackson, South-Western Pub. (NOTE: 11th edition is required.)

Attendance is highly encouraged and is taken at each class meeting. Students with perfect attendance (including any excused absences with doctors' letters, athletic team travel etc.) will receive extra credit points at the end of the semester.

Online Handouts:

- Why We Hate HR, by Keith H. Hammonds, Fast Company, Aug 2005, pp 41-47:
<http://business.nmsu.edu/mgt/handout/dorfman/whywehatehr.pdf>
- Why Does Effective HRM Matter? by Wayne Cascio, Managing Human Resources: Productivity, Quality of Work Life, Profits, 7th ed., McGraw-Hill Irwin, 2006:
<http://business.nmsu.edu/mgt/handout/dorfman/whyhrmmatters.pdf>
- What do CEOs Want from HR? HRM: Perspectives, context, functions & outcomes, by G.R. Ferris, M.R. Buckley & D.B. Fedor, 4th ed., Prentice Hall, 2002:
<http://business.nmsu.edu/mgt/handout/dorfman/whatceoswant.pdf>
- [Eye of The Beholder](#) article online at
<http://business.nmsu.edu/mgt/handout/dorfman/eyeofbeholder.pdf>
- International Human Resource Class Project at
<http://business.nmsu.edu/mgt/handout/dorfman/ihrm/index.html>
- Health Care Comparisons at <http://business.nmsu.edu/mgt/handout/dorfman/hcare.pdf>

Objectives: This course is a natural extension of the Management 309 course—human behavior in organizations. In that course you learned about human behavior in organizations & hopefully now have a better understanding of the kinds of problems & situations managers must deal with frequently. In this course, you will be able to apply your basic knowledge to very real every-day practical management problems. You will face many of these issues as an employee, & some day as a manager. For instance, we will talk about how to select the best employee for a job & how you might present yourself in an interview to impress others. Even if you **are** the best applicant, you need to plan for the interview, ask intelligent questions & respond appropriately to the interviewer. Because each one of us will spend the better part of our life in organizations, material from this course should stay with you forever.

- The purpose of this course is to acquaint you with the field of human resource management (HRM) & address current human resource problems. The HRM function within an organization is concerned with the management of people at work. As such, it is involved in the development, implementation & evaluation of organizational policies bearing on employment relationships. In this

course you will learn how HRM departments define their objectives & contribute to the success of both large & small organizations.

- This course will be organized around complementary teaching techniques. Most of the classes will be lecture supplemented by short films & class discussion. The textbook by Mathis & Jackson covers the "functional" areas of HRM & will reinforce what is covered in the lecture. As a complement to the lectures, practical exercises (often called experiential exercises) will be completed by students in small groups. These exercises will get you involved in "real world" personnel problems. We will also make use of Internet websites.

GRADING POLICY: <i>Your grade will depend on the quality of your exams & the term project</i>	
Item	Weight (%)
Exam 1 – Sep 25	25
Exam 2 – Oct 23	25
Exam 3 – Dec 6	25
Term projects: Management incidents & class presentation on international dimensions of HR, or term paper	25
Class participation	variable credit (+ and -) & extra credit
Make-up exams & optional final – Dec 13 10:30-12:30	
S/U standards: The minimum letter grade that must be earned in order to receive a grade of S will be a " C ."	

Exams: Each exam will consist of 50 to 60 multiple choice questions & several short essays. The content of each exam will reflect the lecture, reading assignments, class handouts, exercises & text material. **Make-up exams** will be given on December 13^h. Students are encouraged not to miss a regularly scheduled exam unless absolutely necessary. **Legitimate excuses to miss an exam must be provided to the instructor.**

Term projects

- **Management Incidents:** One of my goals for this course is to have each of you become aware of the many HRM issues & dilemmas that managers face in their daily work. During the semester I would like you to think about contemporary HRM issues & realize that our field has useful information regarding many of these issues. The assignment is to write on 3 management problems or issues that you have identified through your own personal experience, or found in current newspapers or magazines. Each paper will be no more than 3 typed pages with the following format:
 - Describe the problem/dilemma/issue. Example: You found an article that describes the huge salaries paid to CEOs. Why do you think this is a problem? (Summarize the problem, describe the source material & list in references.) Each problem must relate to one of the chapters covered in the part of the course being covered; i.e., 1st, 2nd, 3rd.
 - Find information in the textbook or class notes that discuss this problem. Example: CEO pay is discussed on pages 415-418 in the textbook. How does the material relate to the

problem? What solutions are suggested? Will they work? Are there any solutions that will satisfy most people? **You must use & list at least 3 references.**

- Describe your own experience or impression related to this issue. What solution would you propose? Why? These assignments will be turned in on specific dates indicated in the syllabus below. The first paper is due on Sep 20.
- **International Dimensions of HR.** Ten percent of your grade will consist of a group presentation on international human resource management. I have found this to be a terrific learning experience for myself as well as for the class. The presentation should be as professional as possible. Your grade will be determined by the quality of the **group** presentation and **individual** effort contributed to the group project. The presentations will occur at the end of the semester. Each group will hand out a detailed outline of important points to remember from their presentation. Also, you will evaluate the contribution of each group member in the project.

Administrative Policies

- **Attendance:** Attendance is **highly encouraged**. It is my experience that students lose up to one-half test grade letter for **each** class missed. Students are responsible for making up missed work.
Disabilities/Employee Relations: Feel free to call the Director of Institutional Equity at 505-646-3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505-646-6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.
- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances **beyond the student's control** (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course (Oct 16). Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.
- **Miscellaneous Policies.** Please do not eat food in class. You may, however, bring a drink to class. All cell phones are to be turned off before class starts. If you must leave class early, please sit by the door. If you are late to class, please be as unobtrusive as possible.

SCHEDULE OF CLASSES & TOPICS		
DATE	TOPIC	ASSIGNMENT
<i>FOUNDATIONS: THE NATURE OF HRM</i>		
August		
23	Perspectives on human resource management	Ch 1
28	HRM issues, dilemmas & demographic trends	

30	Legal framework & HRM	Ch 4
September		
4	Legal issues & HRM	Ch 4
6	Diversity & equal opportunity	Ch 5
STAFFING: RECRUITMENT, EMPLOYEE SELECTION & INTERVIEWING		
11	Analyzing jobs: The changing nature of work	Ch 6
13	The challenge of recruitment	Ch 7
18, 20	Employee selection; concepts & procedures; Interviewing skills 1 st Management Incident paper due (Sept. 20)	Ch 8
25	Exam 1	
TRAINING, DEVELOPMENT & PERFORMANCE EVALUATION		
27	Training & Development	Ch 9
October		
2	Training & Development	Ch 9
4	Management & leadership training	Ch 10, pp 310-322
9,11	Performance appraisal: General concepts; Using appraisals to maximize performance	Ch 11
COMPENSATION		
16	Compensation strategies	Ch 12
18	Performance-based pay	Ch 13
23	Exam 2	
25	Executive compensation	Ch 13
30	Managing employee benefits 2 nd Management Incident paper due	Ch 14
November		
UNION MANAGEMENT RELATIONS		
1	Employee rights: Safety, health, employee assistance programs & security	Ch 15; pp 460-467; 482-486 Ch 16; pp 497-499
6	Union management relations	Ch 17
CONTEMPORARY ISSUES		
8	Union management relations	Ch 17

13	Guest lecture: HR information systems	
<i>INTERNATIONAL HRM</i>		
15	Group Research Meeting	
19-23	Thanksgiving	
27, 29	International dimensions of HRM -- Presentations by class members	"Eye of Beholder" article
December		
4	International dimensions of HRM -- Presentations by class members; 3 rd Management Incident paper due	"Eye of Beholder" article
6	Exam 3	
13	Make-up exams & optional final: 10:30-12:30 Thursday, Dec. 13, BC 111	