

MGT332.M02 Human Resources Management

TuTh 8:55 -10:10, HA 101

Fall 2008

Peter Dorfman pdorfman@nmsu.edu Phone: 646-4086	Office: GU 113 Office hours: 2:00-3:00 TTh, 1:30-2:30 W & by appointment
--	---

Required Text: Human Resource Management: Positioning for the 21st Century, 12th edition, 2008, by Mathis & Jackson, South-Western Pub. (NOTE: 12th edition is required.)

Attendance is highly encouraged and is taken at each class meeting. Students with perfect or near perfect attendance 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>
- 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 projects</i>	
Item	Weight (%)
Exam 1 – Sep 23	25
Exam 2 – Oct 28	25
Exam 3 – Dec 4	25
Term projects: Management incidents	25
Class participation	variable credit (+ and -) & extra credit
Make-up exams & optional final – Dec 11, 8:00-10:00	
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 11, 2008. 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 407-412 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 30.

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		
21	Perspectives on human resource management	Ch 1
26	HRM issues, dilemmas & demographic trends	
28	Legal framework & HRM	Ch 4
September		
2	Legal issues & HRM	Ch 4
4 & 9	Diversity & equal opportunity	Ch 5
<i>STAFFING: RECRUITMENT, EMPLOYEE SELECTION & INTERVIEWING</i>		
11	Analyzing jobs: The changing nature of work	Ch 6
16 & 18	The challenge of recruitment	Ch 7
23	Exam #1	
25 & 30	Employee selection; concepts & procedures; Interviewing skills 1 st Management Incident paper due (Sept. 30)	Ch 8
<i>TRAINING, DEVELOPMENT & PERFORMANCE EVALUATION</i>		
October		
2& 7	Training & Development	Ch 9
9	Management & leadership training	Ch 10, pp 310-322
14 & 16	Performance appraisal: General concepts; Using appraisals to maximize performance	Ch 11
<i>COMPENSATION</i>		
21	Compensation strategies	Ch 12
23	Performance-based pay	Ch 13
28	Exam 2	
30	Executive compensation	Ch 13

November		
4 & 6	Managing employee benefits 2 nd Management Incident paper due	Ch 14
<i>UNION MANAGEMENT RELATIONS</i>		
11	Employee rights: Safety, health, employee assistance programs & security	Ch 15; pp 460-467; 482-486 Ch 16; pp 497-499
13	Union management relations	Ch 17
<i>CONTEMPORARY ISSUES</i>		
18	Union management relations	Ch 17
20	Guest lecture: HR information systems	
24 - 28	Thanksgiving Week	
<i>INTERNATIONAL HRM</i>		
December		
2	International dimensions of HRM/ Contemporary Issues	" Eye of Beholder " article
4	Exam 3	
11	Make-up exams & optional final: HA 106 8:00-10:00	