

MGT465.01/Human Resources Management
TuTh 1:10-2:25 Spring 2007

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Required Texts:

1. **Annual Editions: Human Resources 06/076, 16th Edition, by Fred Maidment (Ed.), McGraw Hill.**
2. **Applications in Human Resource Management, Fifth Edition, 2005, Thompson, South-Western by Nkomo, Fottler, & McAfee,**

- NOTE: IT IS ABSOLUTELY CRITICAL THAT EACH STUDENT HAS A COPY OF EACH TEXT AND BRING BOTH BOOKS TO CLASS EACH DAY
- Readings: [Eye of The Beholder](#) article online at <http://business.nmsu.edu/mgt/handout/dorfman/eyeofbeholder.pdf>

Objectives: This course is a natural extension of the Management 332 course—Human Resources Management. In that course you learned about basic HRM functions in organizations. You should 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 HRM management problems. You will face many of these issues as an employee, & some day as a manager.

This course will be organized around complementary teaching techniques. Most of the classes will consist of class discussions, exercises, incidents, and case studies. From time to time, I will present a mini-lecture. As a general format, on Tuesdays we will discuss articles, incidents, and perhaps complete an in-class exercise. On Thursdays, we will discuss case studies and complete more extensive in-class exercises. In other words, the primary means of learning will be extensive discussions on Tuesdays and “hands-on exercises” on Thursdays. **For each class, there will be at least one hour out-of-class preparation required of you prior to the class. On Tuesdays, you will fill out a “Test your Knowledge Form” prior to the class. On this form, you will complete the first question (Briefly State the Main idea of this article), and at least one other question of your choosing from the form. You will turn in these forms for 2 of the assigned articles at the beginning of the Tuesday class.** Prior to the Thursday class, you will need to read each case or exercise but there will be no written assignment except as noted for specific exercises.

Objectives: The main objectives of this course are for students to:

1. Gain in-depth knowledge of key contemporary HRM issues and the dilemmas managers confront in modern organizations.
2. Be able to assume both an HR manager’s and a general manager’s perspective on these key concepts.
3. Use analytical and critical thinking skills through research and complex problem solving.

4. Use the internet and data base searches to provide information related to the HRM issues
5. Apply concepts to “real-world” HRM problems.
6. Practice the following skills: written and oral presentation; communication and negotiations skills in small groups.

Prerequisites for this Course: Students need to have taken MGT 332 (Human Resource Management) and TWO additional management courses. It would be desirable to have taken either MGT 333 (Training & Development), MGT 334 (Labor Relations), MGT 451 (Selection, Placement & Performance Evaluation), or MGT 460 (Compensation Management). If you do not meet the prerequisites, you must have my approval to take this course.

Exams: There will be no exams in this course (except an optional final). Instead you will be graded using the following procedure.

Grading		
Item	Points	Grades
Group Topic Reports (4 @ 50 pts ea)	200	A = 360 points & above B = 320-359
Participation	100	C = 280-319 points
Final Group Research Project	100	D = 240-279 points
Total Points	400	F = 239 points & below
To receive an S grade you must earn a C or better (70% of 400 points, or at least 280 points).		

Academic Misconduct. Honesty and effort are rewarded in this course. Therefore cheating in any form will be subject to the appropriate sanctions (a zero on the assignment, an F grade for the course, and/or may subject the student to further disciplinary action, including possible dismissal from their academic program or from the University). If you have any questions regarding what constitutes Academic Misconduct, you should speak with the instructor, or consult the online student handbook section on this at <http://www.nmsu.edu/~vpsa/handbook.html>. The following is excerpted directly from the NMSU student handbook:

- Academic Misconduct: Any student found guilty of academic misconduct shall be subject to disciplinary action. Academic misconduct includes, but is not limited to, the following actions:
 - Cheating or knowingly assisting another student in committing an act of cheating or other forms of academic dishonesty;
 - Plagiarism, which includes, but is not necessarily limited to, submitting examinations, themes, reports, drawings, laboratory notes, undocumented quotations, computer-processed materials, or other material as one's own work when such work has been prepared by another person or copied from another person;
 - Unauthorized possession of examinations, reserve library materials, laboratory materials, or other course-related materials;
 - Unauthorized changing of grades on an examination, in an instructor's grade book,

or on a grade report; or unauthorized access to academic computer records;
o Nondisclosure or misrepresentation in filling out applications or other University records in, or for, academic departments or colleges.
Students who engage in disruptive activities in an academic setting (e.g., classrooms, academic offices or academic buildings) are subject to disciplinary action in accordance with Section IV-Non Academic Misconduct-All Students. Such students are also subject to administrative actions in accordance with the NMSU Graduate and Undergraduate Catalogs.

The syllabus is a contract of sorts. It outlines the expectations I have of you, and what students can expect of me in my course. Read it FULLY and understand the terms of your participation in this course. Some expectations that students should give particular attention to are:

• **Student Expectations & Classroom Etiquette**

- o If you come in late to class due to a circumstance beyond your control, please do so quietly. If you must leave early on occasion, inform the instructor at the beginning of the class & sit near the door. These guidelines should help to minimize interruptions, and they will be facilitated if students will leave a few seats nearest the door unoccupied.
- o Please do not take restroom or cigarette breaks during class—try to do that before class. It is very disruptive to have people getting up, leaving and coming back during the class.
- o Please, no eating food in the classroom. Beverages are o.k.
- o Do not read newspapers or any other non-class materials during my class.
- o You must bring your textbooks to class. In general, you should have read the material, and answered questions (Test your knowledge Form) and prepare for the discussion. More than likely, for Thursday’s class, you will have needed to complete work prior to class.
- o No use of cellphones, pagers, or any other electronic devices in the classroom, including laptop computers. These items should be turned off and put away before the start of class.
- o Please WAIT until class is dismissed before you gather up your things to leave.
- o All written exams or assignments completed in-class must be in INK PEN, so please bring pens to the class. All assignments completed outside of class and turned in must be typed and double-spaced, unless otherwise noted.
- o I expect all students to:
 - Respect the opinion of others
 - Listen actively
 - Participate actively
 - Attend class regularly and to come to class on time

Obligations of the Instructor. In return for your fulfillment of my expectations for students in this course, I am obliged to do the following:

- Begin and end class on time
- Provide an agenda for each class so that students know where we are headed
- Provide guidelines for assignments and projects
- Provide timely feedback on graded assignments (within one week of date assignment was due)
- Allow time for student questions and clarification on content or assignments
- Be available during office hours or at times of scheduled appointments to meet with students

Preparation for Class. Students are expected to have read the assigned material, and completed any assignments, for the date due. READING means reading the material, taking

notes, and learning it. You need to have the textbooks in order to successfully complete this course.

Participating in the Class. This is not a “lecture” course. Instead, this is a participative class, and I expect that each and every student in this course will participate, either voluntarily or by selection. As this is an upper level management course, students are expected to contribute a lot to the class. (**Please note** that one-quarter, or 25% of your final grade in this course is dependent upon your participation both in your group and in the larger class.)

When we do small group exercises, and I ask students to break up into pre-arranged small groups for discussion, you are to remain on task—not discussing this weekend’s movies or your dinner plans. Also, small group work is not a signal for students to leave the room. Small group work is part of the class agenda and of your grade in this course.

Participation Grade: Your participation grade (100 points) in this course will be compiled based upon the following:

Component	Description	Points Allotted
Attendance	Daily attendance	25
Quality	Degree to which the student contributes to classroom discussions and activities while demonstrating knowledge and understanding of assigned material.	50
Professionalism	Degree to which student adheres to the class expectations and etiquette policy outlined in this syllabus	25
	Total Points	100

I will use my judgment in assigning the quality and professionalism grade, but I will strive to achieve equity in the way those grades are distributed.

Absences. All students miss class from time to time, and as college students, you take responsibility for your attendance decisions. But you should know that I do track attendance. I will allow two “free” absences for the term (meaning, that they won’t count against you in the end). Students who miss class because of a **documented** reason (e.g., illness, university athletics or business), will be allowed to do an assignment to make up the missed class. In the case of students who miss a group presentation, their fellow group members will decide what the appropriate remedy should be. If this decision is unanimous, I will abide by the group members’ decision as long as it does not violate any of my course policies.

- In any case, if you are absent, it is your responsibility to catch up with what you missed.
- You should appreciate the fact that your participation grade can make the difference between passing and failing the course, or between one grade and another, so I would suggest your taking attendance and participation seriously.
- Students who accumulate more than four unexcused absences will be asked to meet with me to consider whether they should continue in the course. I reserve the right to disenroll any student with excessive absences if that student has not made me aware of any extenuating circumstances.
- You do not need to call me ahead of time if you will be absent. You simply need to bring the appropriate documentation to my office or to the next class.

- **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. Requests for “I” grades should be made to the instructor, but must be approved by the Management Department Head.
- **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.

Group Topic Reports;

There are four group topic reports with will be worked on as a team outside of class and presented during class. The presentations during class need not be as formal as the Term Project discussed below. However, you need to answer all the questions posed for the case and exercise.

Term projects

Case Term Projects completed by Teams:

Select one **case** to analyze from the NFM Text and write a report on this case and present it to the class. You may select any of the cases in the text **except** the five cases (NFM #16, 67, 86, 11, 12) that we will work on in class. It is absolutely critical that you read the material in the text “A Model for Analyzing Cases in Human Resource Management” (xiii-xvi). Please follow the five step outline when writing up and presenting your cases.

SCHEDULE OF CLASSES AND TOPICS		
DATE	TOPIC	ASSIGNMENT
January		
HRM in Perspective		
18 (Thursday)	Introduction to course and expectations	
23 (Tuesday)	HRM Functions and Environment:	AE: #1,3 NFM: #5
25 (Thursday)	Conducting research in HR	Group Project #1: Outside class. NFM #3 (to be presented to class Feb 1.— Use internet search sites in NFM # 3 & # 8)
Diversity and Legal Regulatory environment		
30 (Tuesday)	Diversity and Disabilities	AE: #6, 8, 25, 26 NFM: # 10
February		
1 (Thursday)	Group Project Report (#1)	NFM #3 (Group project

	Presented to Class	#1--Prior out of class preparation required)
6 (Tuesday)	Legal environment	AE: #11, 14 NFM: #19
8 (Thursday)	Legal Environment	NFM #16 (Prior out of class preparation required)
13 (Tuesday)	Legal Environment	NFM # 22 (In class exercise) NFM #24, 25,26 AE: 9,10
15 (Thursday)	Unlawful discrimination	NFM #20 (In class exercise)
Meeting HRM Requirements		
20 (Tuesday)	Selection and Training	AE: #14,15,16 NFM #31
22 (Thursday)	Selection and Training	NFM #43 (Group project #2—Requires out of class preparation)
27 (Tuesday)	Selection and Training	AE: #46,47,48,49 NFM #48
March		
1 (Thursday)	Evaluating Job Application Forms	NFM # 49
6 (Tuesday)	Training	AE: # 22,23,24 NFM: #57
8 (Thursday)	On-The –Job Training	NFM #56 (Group Project #3; requires prior preparation)
Creating a Productive Work Environment		
13 (Tuesday)	Motivating Employees	AE: #18,19,21 NFM: # 62
15 (Thursday)	Performance Feedback	AE: #21 NFM: #60
Spring Break		
27 (Tuesday)	Compensation, Health, and Safety	AE: #27,28,29,30,31 NFM #67
Employee and labor Relations		
29 (Thursday)	Rewarding Employees	NFM: #68,72
April		
3 (Tuesday)	Benefits	AE: #34,35 NFM # 69
5 (Thursday)	Motivation and discipline	AE: #36, 37 NFM #86, (Group Project #4; requires prior preparation)
10 (Tuesday)	Guest Lecturer	

12 (Thursday)	Ethics	AE #39,40 NFM: #91,93
17 (Tuesday)	Labor Relations	NFM: #98
19 (Thursday)	International HRM	AE: #41,42,43,44,45
24 (Tuesday)	International HRM	NFM: # 11,12
Group Term Reports		
26 (Thursday)	Group Research Project (term projects)	
May		
1 (Tuesday)	Group Research Project (term projects)	
3 (Thursday)	Group Research Project (term projects)	
8 (Tuesday)	Optional Final Exam	