

MGT332.M01 Human Resources Management

TuTh 8:55 -10:10, GU 201

Fall 2009

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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 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>
- 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, and some day as a manager. For instance, we will talk about how to select the best employee for a job and 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, and 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 and 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 8	25
Exam 2 – Oct 6	25
Exam 3 – Nov 3	25
Exam 4 – Dec 3	25
Class participation	variable credit (+ and -) & extra credit
Make-up exams & optional final – Thursday, Dec 10, 8-10 a.m.	
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 10th. 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.**

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:** If you have or believe you have a disability and would benefit from any accommodations, you may wish to self-identify by contacting the Services for Students with Disabilities (SSD) Office located in Garcia Annex (phone: 646-6840). If you have already registered, please make sure that your instructor receives a copy of the accommodation memorandum from SSD within the first two weeks of classes. It is your responsibility to inform either your instructor or SSD representative in a timely manner if services/accommodations provided are not meeting your needs.
- If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss any concerns with the instructor and/or Michael Armendariz, SSD Coordinator. Feel free to call Mr. Gerard Nevarez,

Director of Institutional Equity and EEO/ADA Office at 646-3635 with any questions about 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 14). 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 and let me know before class starts that you have to leave early. 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		
20	Perspectives on human resource management	Ch 1
25	HRM issues, dilemmas & demographic trends	
27	Legal framework & HRM	Ch 4
September		
1	Legal issues & HRM	Ch 4
3	Diversity & equal opportunity	Ch 5
<i>STAFFING: RECRUITMENT, EMPLOYEE SELECTION & INTERVIEWING</i>		
8	Exam 1	
10	Analyzing jobs: The changing nature of work	Ch 6
15, 17	The challenge of recruitment	Ch 7
22, 24	Employee selection; concepts & procedures; Interviewing skills	Ch 8
<i>TRAINING, DEVELOPMENT & PERFORMANCE EVALUATION</i>		
29, 1	Training & Development	Ch 9

October		
6	Exam 2	
8, 13	Management development & leadership training	Ch 10
15, 20	Performance appraisal: General concepts; Using appraisals to maximize performance	Ch 11
COMPENSATION		
22	Compensation strategies	Ch 12
27	Performance-based pay	Ch 13
29	Executive compensation	Ch 13
November		
UNION MANAGEMENT RELATIONS		
3	Exam 3	
5	Managing employee benefits	Ch 14
10	Employee rights: Safety, health, employee assistance programs & security	Ch 15; pp 460-467; 482-486 Ch 16; pp 497-499
CONTEMPORARY ISSUES		
12, 17	Union management relations	Ch 17
19	Guest lecture: HR information systems	
21-29	Thanksgiving	
December		
INTERNATIONAL HRM		
1	International dimensions of HRM -- Presentations by class members;	" <u>Eye of Beholder</u> " article
3	Exam 4	
10	Make-up exams & optional final: 8-10 a.m. Thursday, Dec. 10, GU 201	