HUMAN RESOURCE MANAGEMENT  
(MGT 332-M01, CRN 20506)

Spring 2014  
Mondays, 2:30pm-5:00pm  
Business Complex 204

Professor: Sean Rogers, Ph.D., PHR  
Email: rogerss@nmsu.edu (primary mode of contacting me)  
Office Phone: (575) 646-5982  
Office Location: Guthrie Hall 212  
Office Hours: Mondays 1:00pm-2:00pm; Wednesdays 1:00pm-2:00pm; or by appointment

COURSE OVERVIEW

Human Resource (HR) Management is a critical function in all types of organizations. While many of the tasks associated with HR management are centered in a firm’s HR Department, all supervisors and managers have responsibility for effectively managing employees. This course covers the broad range of topics associated with HR management from the perspectives of (1) the HR professional and the formal organizational HR function, (2) managers and supervisors anywhere in the firm, and (3) employees.

This course serves as a prerequisite in Options Two (Human Resource Management) and Four (Small Business Mgt & Entrepreneurship) of the Management Major, as well as the Entrepreneurship Option of the General Business major. It may also partially fulfill the requirement of the Management minor, or be used as an elective in other degree programs. The course familiarizes students who hope to become managers or team leaders during their careers with some of the HR management issues they will ultimately come into contact with, such as motivating employees, training and developing people, managing employee performance, and the supply and demand of labor. From a broader perspective, this course also provides a cursory integration of several policy issues prevalent in work organizations, including health care and pension stability, and the immigrant workforce in America, among others.

REQUIRED TEXT

In order to succeed in this course, you absolutely must acquire the textbook shown at left and listed below, which is available at NMSU and local bookstores. It can also be purchased at online retailers such as Amazon.com, and can even be rented temporarily.


Note: The contents of different versions, such as international and older editions, may be different than what is in this book. You will be held responsible for the material in this edition. I will not make assignment exceptions to fit different versions of this textbook.
GRADING

Course components will be scored as follows.

<table>
<thead>
<tr>
<th>Course Component</th>
<th>Raw Points Possible</th>
<th>% of Final Course Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weekly Homework “Memos”</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>In-Class Participation &amp; Class Policies</td>
<td>25</td>
<td>5%</td>
</tr>
<tr>
<td>Exam #1</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>Exam #2</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>Exam #3 (final exam; not cumulative)</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>“The HR Profession at Work” Group Project</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>500</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

In terms of letter grades, your final course grade will be computed as follows:

<table>
<thead>
<tr>
<th>Earned Raw Points</th>
<th>Percentage of Total Points</th>
<th>Earned Letter Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>485-500</td>
<td>97%-100%</td>
<td>A+</td>
</tr>
<tr>
<td>465-484</td>
<td>93%-96%</td>
<td>A</td>
</tr>
<tr>
<td>450-464</td>
<td>90%-92%</td>
<td>A-</td>
</tr>
<tr>
<td>435-449</td>
<td>87%-89%</td>
<td>B+</td>
</tr>
<tr>
<td>415-434</td>
<td>83%-86%</td>
<td>B</td>
</tr>
<tr>
<td>400-414</td>
<td>80%-82%</td>
<td>B-</td>
</tr>
<tr>
<td>385-399</td>
<td>77%-79%</td>
<td>C+</td>
</tr>
<tr>
<td>365-384</td>
<td>73%-76%</td>
<td>C</td>
</tr>
<tr>
<td>350-364</td>
<td>70%-72%</td>
<td>C-</td>
</tr>
<tr>
<td>300-349</td>
<td>60%-69%</td>
<td>D</td>
</tr>
<tr>
<td>299 and below</td>
<td>59% and below</td>
<td>F</td>
</tr>
</tbody>
</table>

In cases where students are on the edge of the next higher grade category (e.g., you have 413 or 414 points, which equates to a “B” but is just short of a “B+”), I reserve the right to grant a student the one or two points needed to receive that higher grade. This would only occur in the case of being one or two points away (not three or more), and would be primarily based on my personal assessment of your in-class participation and observance of classroom policies history, and attendance record. If you missed any class sessions, were not an active and engaged participant in each and every class session, or were found to violate classroom policies (e.g., browsing the Internet, updating Facebook on your phone, or sleeping or leaving class early), you would likely not receive a grade bump from me. To give you an idea of how rare these are...in my past teaching experience, only about 1 or 2 students, out of a class of 60 or more students, would receive such grade bumps. Please do not automatically expect your grade to be bumped up if you are on the fringe, but do know that it’s a possibility.

Here are some **DOs** and **DON’Ts** to help you succeed and earn high marks in this course:

**Please DO these things:**

- **Come to class regularly.** As will be discussed below, excessive absences will hurt your overall grade.
- **Read the assigned readings before you come to class.** Every class will involve rigorous discussion of the
topic(s) of the day, and your lack of participation in the classroom events may count against your overall course grade.

- **Get (buy, rent, make copies, or whatever) the textbook, yesterday!** I guarantee that you cannot do your best in this course if you don’t get the book. And if you wait too long to get the book, you’ll be playing catch-up for the rest of the semester, and that’ll also hurt your performance.

- **Talk to me as often as needed.** You are free, and strongly encouraged, to visit me during office hours, or to schedule an appointment to meet at my office outside of posted office hours, to talk about any questions or issues you have about the course.

**Please DO NOT DO these things:**

- **Avoid engaging in classroom discussions and debates.** All too often some students don’t speak up in class or answer any questions all semester, and then wonder why they had points deducted from their overall points total at the end of the semester. I actively keep records and make notes of student’s in-class participation, and adherence to classroom policies (i.e., not surfing the Internet during class), during each and every class session. Lack of engagement will cost you points in this course, so participate!

- **Blow off the homework memo assignments.** These assignments are so short and simple that, every semester, I have students who simply blow all or some of them off, thinking their grade will be okay without them. Then, at the end of the semester, they realize they are a few points away from the grade they want, and beg me to allow them to turn in their missing memos (which I don’t allow). Don’t get caught out there...just submit the work when it’s due.

- **Be a “free-rider” (aka, a slacker!) in your group projects.** As will be discussed below, your grade for the group project is influenced by your individual performance. If a majority of your group members agree that you have slacked in the creation of the project, the score you receive for this portion of the course will be docked by 50%. Believe me...such a reduction will tank your project score, and significantly negatively impact your overall course performance.

**COURSE COMPONENTS**

**Attendance**

You are encouraged to attend each and every class session. Plan to arrive to class on time, and to stay the entire class session, each and every time (we may or may not use up the entire time allotment, but be prepared to do so). You do not receive extra points for attendance, nor will I dock points for non-attendance; however, **any student who misses more than 3 class sessions (i.e., on the occurrence of the 4th absence) will be involuntary dropped from the course via an instructor-initiated drop. NO EXCEPTIONS.** Four or more missed class sessions represents over a third of the entire course missed, and there is absolutely no way you can come away from this course with a quality and meaningful learning experience if you’ve missed this much of the semester. **I will begin taking attendance in our first class session on Monday, January 27th.**

**In-Class Participation and Observation of Classroom Policies (25 points, 5% of final grade)**

In-class participation and observation of classroom policies is a combination of (1) your active participation during classroom discussions and lectures, and (2) your observation of classroom policies and display of overall respect for your peers. You do not receive any extra points for participating in class and observing classroom policies; this is a management course that focuses on managing people and organizations, and as such you are fully expected to be an active and engaged student citizen. You can, however, lose points for lack of engagement, or for breaking classroom policies.

The first item, in-class participation, refers to the level and insightfulness of your in-class and in-group activities. **You are fully expected to come to class having carefully read all assigned readings for that day.** This careful attention to the readings will inform your comments during class, and will help to facilitate insightful class discussions and maximum learning.
The second item, observance of classroom policies, refers to things like arriving to class on time rather than walking in late and disrupting the effort your colleagues are putting into trying to learn, turning off all audible ringtones on your phones during the class session, and walking in and out quietly if you need to excuse yourself from the classroom in the middle of a session. Electronic devices such as cell phones and mp3 players should be turned off completely and stowed during class sessions. Texting, talking, or surfing the Internet on your cell phones during class is strictly prohibited. Laptops, iPads, and tablet PCs may be used ONLY to take notes, or if you're reading an electronic version of the course textbook. Class slides will be posted to the course website immediately following each session, so there's no need to write down each and everything that appears on the lecture slides. I regularly walk around class to look at the screens of students using laptops in class. Getting caught surfing the Internet or doing non-class-related work on your laptop, iPad, or tablet will cause you to lose points, and will negatively impact your overall semester point total.

_Homework “Memos” (75 points, 15% of final grade)_

You will have a homework assignment (I call them “memos,” but they need not be constructed like an actual business memo) due on most of the Mondays we meet. Don’t worry...they will be extremely straightforward and brief. I’m not in the business of giving students busy work...busy work on your end becomes even busier work on my end. Rather, the entire goal of homework, at least in my courses, is to give students a chance to apply what they’ve read before we come to class to discuss that topic, so that we can all have a rich and highly-participative classroom discussion.

Whenever homework memos are assigned, they will be due by the start time of the class session in which they are due (in our case, Monday at 2:30pm). All homework memos must be submitted online via our course’s Canvas site. Late online submissions, even one minute late, will be automatically docked five (5) points. Canvas automatically time-stamps all assignments, so if you’ve submitted your assignment late, it shows up online on my end marked with a big “LATE” mark.

So, for example, if a particularly memo is worth 10 points and you submitted it late, 5 points will be automatically deducted from the score you earned for your work. If your work was well done and earned you a perfect score of 10 points, after the lateness deduction of 5 points, you would only receive 5 points for that memo (even though you turned in excellent work). As you can see, late submissions incur a pretty stiff penalty. My advice is to avoid all of this and simply turn your memos in on time, every time!

_“The HR Profession at Work” Group Project (100 points, 20% of final grade)_

Toward the beginning of the semester, students will be clustered into small groups. In addition to forming the basis of in-class interactive discussions, these small teams will be required to complete an intensive HR-related project. More details about this project – including deadlines, requirements, and the grading rubric – will be distributed to all students in Class #1 (see the semester schedule below for a chronology of class dates).

For now, be aware that this assignment will require groups to (1) personally interview an HR manager (must be an HR professional at the managerial or supervisory or higher level) to learn about their role as an HR professional, and the HR function’s role in their work organization, (2) make an in-class presentation of your findings, and (3) submit an at least 3-page single-spaced response paper providing answers to specific questions posed by me.

Each team member is expected to contribute fully and fairly to their team’s work. The team as a whole will receive a single group project score. A key aspect of this project is a peer-evaluation. Each team member will rate the level of effort and contribution of themselves and all other team members on a 5-point scale. The lower 2 points on that 5-point scale indicate “practically no effort at all” and “very little effort.” If 3 or more members in a group rate another team member’s level of effort as falling within either of these 2 lowest categories, that poorly-rated individual’s group project score will automatically be reduced by 50%. In other words, don’t slack!

_Exams (3 total; 100 points each; each is worth 20% of final grade)_

Three 1.5 hour (each) in-class exams will be administered throughout the semester. These tests are not-cumulative (that is, they only cover the materials leading up to that exam, and do not include materials covered before the
previous exam). Each exam will cover approximately four or five chapters. Exam 1 is tentatively scheduled for Class #4; Exam 2 is tentatively scheduled for Class #8; and Exam 3 is the final exam, and will be held during the University’s final exam week (5/5-5/9...please check University schedules for the specific date, time, and location of your final exam).

These short exams are designed to help you retain, integrate, and deepen your understanding of the HR concepts and ideas we will be exploring throughout the semester. Exams take the form of multiple-choice tests (but may include fill-in-the-blank or matching questions, which you would then answer in multiple-choice format). Every exam will be preceded by an exam review conducted the week before the exam, and in the week immediately following the exam we will interactively conduct an exam review and recap.

In general, if and when students make a reasonable effort to study, they do quite well on these exams. They are not terribly tough, and rarely do students need the entire 1.5 hour to finish. However, to do well on them will require you to have a command of ALL of the materials in the particular section that the exam is covering.

Make-up examinations are only allowed in the case of documented family, work, and medical emergencies. “Documented” means that you have some paperwork supporting your reason for being absent. If you were gravely sick to the point where you had to miss an exam, then documentation may be a note from the campus clinic or your doctor. If you were called into work for an emergency, a note from your supervisor attesting to this would allow your absence to be excused. If you missed an exam in order to attend a funeral, a funeral program or newspaper obituary would suffice.

IMPORTANT NOTE: ANY MESSAGES YOU SEND TO ME MUST BE SENT TO MY NMSU.EDU EMAIL ADDRESS, ROGERSS@NMSU.EDU. I DO NOT REGULARLY CHECK ANY MESSAGES YOU SEND TO ME VIA CANVAS. DO NOT SEND ME ANY MESSAGES VIA CANVAS...THEY MAY NOT BE SEEN. IF YOU SEND ME A TIME-SENSITIVE MESSAGE VIA CANVAS (SUCH AS NOTIFICATION THAT YOU MUST MISS AN EXAM), I WILL NOT RECEIVE IT, AND YOU WILL NOT BE EXCUSED. PLEASE PAY CLOSE ATTENTION TO THIS...OVERSIGHT ON YOUR PART COULD COST YOU A LETTER GRADE OR WORSE.

ACADEMIC INTEGRITY

NMSU Department of Management faculty, staff, and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in this course, students accept all NMSU, College of Business, and Department of Management academic integrity guidelines, and affirm the following pledge:

“I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.”

Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. For full details of NMSU’s academic integrity policy, please visit: http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/3-academic-misconduct.html

NOTICE CONCERNING DISABILITIES & DISCRIMINATION

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) covers issues relating to disability and accommodations. If a student has questions or needs an accommodation in the classroom (all medical information is treated confidentially), contact:

Trudy Luken, Director
Student Accessibility Services (SAS)
Corbett Center, Rm. 244
Phone: (575) 646-6840
E-mail: sas@nmsu.edu
Website: www.nmsu.edu/~ssd/
NMSU policy prohibits discrimination on the basis of age, ancestry, color, disability, gender identity, genetic information, national origin, race, religion, retaliation, serious medical condition, sex, sexual orientation, spousal affiliation and protected veterans status. Furthermore, Title IX prohibits sex discrimination to include sexual misconduct, sexual violence, sexual harassment and retaliation.

For more information on discrimination issues, Title IX or NMSU's complaint process contact:

Gerard Nevarez, Executive Director or Agustin Diaz, Associate Director
Office of Institutional Equity (OIE)
O'Loughlin House
Phone: (575) 646-3635
E-mail: equity@nmsu.edu
Website: http://www.nmsu.edu/~eeo/

CLASS SCHEDULE

The actual scheduling of topics, assigned readings, and classroom activities may vary slightly from what is shown below. We'll remain flexible schedule-wise in case we need to spend more or less time on any given topic, for guest speakers, etc. If anything is ever different than what is shown below, I will let you know in class ahead of time, and will also make the appropriate updates to our Canvas course website.

Note: NHGW = The Noe, Hollenbeck, Gerhart, & Wright textbook displayed on page 1 of this syllabus. Again, assigned readings are required, and must be completely read prior to that day’s class session.

<table>
<thead>
<tr>
<th>Class #</th>
<th>Day</th>
<th>Date</th>
<th>Topic</th>
<th>Assigned Readings, Homework Memos, and In-Class Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Mon</td>
<td>1/20</td>
<td>• NO CLASS: MLK Holiday</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Mon</td>
<td>1/27</td>
<td>Course Introduction; Managing Human Resources; Trends in Human Resource Management</td>
<td>• Reading: NHGW Chapters 1 &amp; 2&lt;br&gt;• Today I’ll provide an overview of the course, and will review the syllabus in depth&lt;br&gt;• Project groups assignments will be announced today (I will form groups using random assignment; you do not choose your teammates); I will also provide handouts with project requirements, deadlines, and instructions&lt;br&gt;• Interactive lecture and classroom discussion on Chapter 1 and 2</td>
</tr>
<tr>
<td>2</td>
<td>Mon</td>
<td>2/3</td>
<td>Analyzing Work and Designing Jobs</td>
<td>• Reading: NHGW Chapter 4&lt;br&gt;• Memo #1 due&lt;br&gt;• Interactive lecture and classroom discussion on Chapter 4</td>
</tr>
<tr>
<td>3</td>
<td>Mon</td>
<td>2/10</td>
<td>Planning for and Recruiting Human Resources; Selecting Employees and Placing them in Jobs; Exam #1 prep</td>
<td>• Reading: NHGW Chapters 5 &amp; 6&lt;br&gt;• Memo #2 due&lt;br&gt;• Interactive lecture and classroom discussion on Chapters 5 &amp; 6&lt;br&gt;• In-class prep for Exam #1, with time for Q&amp;A</td>
</tr>
<tr>
<td>4</td>
<td>Mon</td>
<td>2/17</td>
<td>Exam #1</td>
<td>• Exam #1 begins at the start of class&lt;br&gt;• Start time = 2:30pm&lt;br&gt;• End time = 4:00pm&lt;br&gt;• No make-up’s without prior notification of absence</td>
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<tr>
<td>Date</td>
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| 5 Mon 2/24 | Exam #1 Post-mortem; Training Employees; Managing Employees’ Performance | • Reading: NHGW Chapters 7 & 8
• Memo #3 due
• Interactive lecture and classroom discussion
• In-class Exam #1 review and recap begins at start of class |
| 6 Mon 3/3 | Developing Employees for Future Success; Separating and Retaining Employees | • Reading: NHGW Chapters 9 & 10
• Memo #4 due
• Interactive lecture and classroom discussion |
| 7 Mon 3/10 | Pay: Who Makes What, and Wage Inequality; Establishing a Pay Structure; Exam #2 prep | • Reading: Selected excerpts from the book “Pay” by Kevin Hallock (PDFs posted in Canvas), and NHGW Chapter 11
• Memo #5 due
• Interactive lecture and classroom discussion
• In-class prep for Exam #1, with time for Q&A |
| 8 Mon 3/17 | Exam #2 | • Exam #2 begins at the start of class
• Start time = 2:30pm
• End time = 4:00pm
• No make-up’s without prior notification of absence |
| Mon 3/24 | NO CLASS: Spring Break | |
| 9 Mon 3/31 | Exam #2 Post-mortem; Recognizing Employee Contributions with Pay; Providing Employee Benefits | • Reading: NHGW Chapters 12 &13
• Memo #6 due
• Interactive lecture and classroom discussion
• In-class Exam #2 review and recap begins at start of class |
| 10 Mon 4/7 | HR Laws and Providing Equal Employment | • Reading: NHGW Chapter 3 (up to workplace safety, only)
• Memo #7 due
• Interactive lecture and classroom discussion |
| 11 Mon 4/14 | Workplace Safety; Unions, Collective Bargaining, and Labor Relations | • Reading: NHGW Chapters 3 (section on workplace safety) and 14
• Memo #8 due
• Interactive lecture and classroom discussion |
| 12 Mon 4/21 | International Human Resource Management; Strategic HR Management, and High-Performance Work Organizations | • Reading: NHGW Chapters 15 & 16
• Memo #9 due
• Interactive lecture and classroom discussion |
| 13 Mon 4/28 | Group Presentations; Final Exam prep; Course Recap and Wrap-Up | Reading: None
• Starting at 2:35pm sharp, groups will begin making their “The HR Profession at Work” presentations
• After all presentations, I will briefly recap all of the HR concepts we’ve discussed during the semester
• In-class prep for Final Exam, with time for Q&A |
| Mon 5/5 | FINAL EXAMINATION (meeting time TBA; see NMSU final exam schedule for details) | |