Instructor: Carol Flinchbaugh, PhD
Office: 213 – Guthrie Hall
Phone: 646-5764
E-Mail: Via Canvas (preferred) or eflinch@nmsu.edu

Course Hours: Tuesdays and Thursdays, 10:20 a.m.- 11:35 a.m.
Course Location: 204 BC
Office Hours: W 11:00 a.m.-12:00 pm; T 9:00 a.m.-10:00 a.m.; and by appointment

Course Overview
The goal of this course is to give you an increased understanding of current trends in Human Resource Management. Accordingly, a typical weekly session surveys a different current trend in the HRM function.

Materials
There is no required text for this course. The majority of course materials will be posted on Canvas. You are expected to print out copies of all reading. Select case studies for the course may have associated costs.

Expectations
Since this course is designed to help you succeed in a professional environment, you will be expected to conduct yourself accordingly. Therefore each student is expected to:

- **Come prepared.** Each student is expected to read the assigned material and participate in class discussion.
- **Arrive on time.** Each student is expected to be in class by the start of class. Please let me know if you will be late due to the location of the prior class.
- **Show respect.** Both the instructor and the students must treat each other with respect. Disagreement will be encouraged throughout the course, but respect for others is paramount in today’s business community and should be practiced in class discussions.
- **Be professional.** Students should conduct all communication with a professional style and tone. This will be expected of you in your future endeavors and will be expected of you in this course.
- **Pride in quality.** The work turned in for this course is expected to be of high quality. In the end, the quality of your work is a reflection of who you are and how seriously you take the task at hand. Additionally, in the future, your professional reputation will be heavily based on the quality of your work. Therefore students will be expected to turn in work that they feel represents the quality of themselves and of their learning teams.

Evaluation/Grading
Come to class on time and prepared to take part and you will learn much more than you otherwise would. I will not grade on participation, but if you’re just below a grade cutoff at the end of the semester (i.e., only 1% from the next grade increment) and you have participated regularly in a quality way, I’ll bump your grade up and over the line to the next highest
increment (for example, from B+ to A-). Quality of participation is more important than quantity. You’re always welcome to ask me how you’re doing on this dimension.

**Exams.** There will be two exams during the semester. Each exam will consist of true/false, multiple choice, and applied essay questions. The second exam will be given during the finals period as will be a comprehensive final. (Grading Weight = 150 points each)

**Group Written Case Summaries.** There will be three group case studies during the semester. (Grading Weight = 50 points each)

**Current Trends in HRM Analysis and Presentation.** Each group will be asked to identify an organization and contact an HR representative from this organization. Groups will schedule an interview time with the HR personnel (in person or via Skype). Your goal for the meeting is to identify what this person considers to be key new issues in HRM. Groups will then write a 4-5 double-spaced page analysis of the current trend(s). All group members will present their issue during final class on Tuesday, April 29th. Presentations will be a minimum of 8 minutes and maximum of 12 minutes in length. The paper will be uploaded to Canvas on this day. The essays and presentations should be organized in the following manner:

1) Overview and description of the organization
2) Overview and description of the contemporary issue(s)
3) Identification of how the trend relates to some element of HRM
4) Discussion of the benefits and/or consequences of the HRM component to the firm/industry.
(Grading Weight = 150 points)
**DUE: Tuesday, April 29**

**Online Internship Analysis.** Each student will be asked to identify potential internship opportunities from two companies of interest. You will evaluate the internship opportunities on a number of different factors in a 3-4 double-spaced page paper, including: why these companies interest you?; key job roles of intern; what is the hiring/selection process?; how are interns evaluated?; what is stated value of internship? (Grading Weight = 75 points)
**DUE: Tuesday, February 18**

**Group Peer Evaluation.** Information pertaining to group participation will be generated by a peer evaluation constructed by each group on 2-4-2014. Final peer evaluations for grades will be completed on-line using the peer appraisal instruments by 5-1-2014 class period. (Grading Weight = 75 points)

Each item's contribution to your course grade is given in points below:

<table>
<thead>
<tr>
<th>Item</th>
<th>Points</th>
</tr>
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<tbody>
<tr>
<td>First exam</td>
<td>150 pts</td>
</tr>
<tr>
<td>Second exam</td>
<td>150 pts</td>
</tr>
<tr>
<td>Case #1</td>
<td>50 pts</td>
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<tr>
<td>Case #2</td>
<td>50 pts</td>
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<tr>
<td>Case #3</td>
<td>50 pts</td>
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<tr>
<td>Group peer evaluation</td>
<td>75 pts</td>
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<tr>
<td>Current trends in HRM analysis and presentation</td>
<td>150 pts</td>
</tr>
<tr>
<td>Online internship activity</td>
<td>75 pts</td>
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<tr>
<td>Total</td>
<td>750 pts</td>
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</tbody>
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If a student misses an exam for any reason he or she may be allowed to make up the exam according to the New Mexico State University policy. If a student is eligible for a make-up, he or she will be given a different version of the exam which will be formatted as an essay exam and set at a higher level of difficulty than the original test.

I will base your final course grades on the following scale:

- 97-100% A+
- 93-96% A
- 90-92% A-
- 87-89% B+
- 83-86% B
- 80-82% B-
- 77-79% C+
- 73-76% C
- 70-72% C-
- 67-69% D+
- 63-66% D
- 60-62% D-
- 0-59% F

Extra credit opportunities may be available through participation in business research studies and participation in the Student SHRM Chapter.

**Cell phones and wireless Internet:**
Please turn off all cell phones and wireless Internet devices during class. I consider it a personal affront if I discover that you are surfing the web, texting, answering email, online shopping, etc. during our class. If I find that you are doing this in class, I will invite you to leave for the day.

**How to succeed in this course**
There is no special secret to succeeding in this course. Most people who do the following in good faith will have little trouble in passing:

- Read all assigned material
- Complete all your assignments
- Don’t miss class
- Pay attention

However, do not misread this advice as a message that this is an easy course. This course moves quickly over concepts that build on each other throughout the semester. I strongly urge you to not get behind. I will teach each session under the expectation that you are prepared. I will not take attendance, but it is my experience that students who do not come to class do not succeed.

**Notice Concerning Disabilities and 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:
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

Academic and non-academic misconduct: The Student Code of Conduct defines academic misconduct, non-academic misconduct and the consequences or penalties for each. The Student Code of Conduct is available in the NMSU Student Handbook online: http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/
Academic misconduct is explained here: http://deanofstudents.nmsu.edu/student-handbook/1-student-code-of-conduct/3-academic-misconduct.html

Plagiarism. Plagiarism is using another person's work without acknowledgment, making it appear to be one's own. Intentional and unintentional instances of plagiarism are considered instances of academic misconduct and are subject to disciplinary action such as failure on the assignment, failure of the course or dismissal from the university. The NMSU Library has more information and help on how to avoid plagiarism at http://lib.nmsu.edu/plagiarism/.

MGT 465

Course Schedule and Reading Assignments

Thursday, January 16: Overview of key HRM functions
   Activity: What do you see as current trends in HRM?
   Reading: Workplace Panel Trends

Tuesday, January 21: Current trends in HRM
   Reading: Why we hate HR (Fortune 500)

Thursday, January 23: What about a worker perspective of HRM?
   Reading: SHRM article: What workers really want….and need
   Employee engagement. What is being done to increase this?

Tuesday, January 28: Internships in the hiring process
   Reading: SHRM article

Thursday, January 30: Pros and Cons of internships; Workplace stress
   Reading: WSJ
   Minimum wage concerns

Tuesday, February 4: HR and Technology: Part 1
   Activity: Collaborative Internet Tools Assignment; Create Group Peer appraisal

Thursday, February 6: HR and Technology: Part 2
   Homework activity: Interview people on technology use.
   Reading: Bandel, 2008

Tuesday, February 11: HR and Technology: Part 3
   Reading: Kaupins, Burwell, Spitzer, 2007- Ethical constraints
Thursday, February 13: HR and social media: Hiring and Performance Management
  Reading:
  Activity:
Tuesday, February 18: HR and social media: Legal implications
  Reading: TBD
  DUE: Online Internship Activity
Thursday, February 20: It’s not all about technology
  In class activity: “We Need ToTalk”
Tuesday, February 25: Managing Virtual work teams: Part 1
  Reading: Mastering Virtual Teams by Duarte and Snyder (2006)
  Activity: Case Study, Part 1
Thursday, February 27: Managing Virtual work teams: Part 2
  Reading: Brown, Huettner, and James-Tanny (2007)
  Reading: Tuckman’s stages of group development
  Activity: Case Study, Part 2
Tuesday, March 4: Managing Virtual work teams: Part 3
  Reading: TBD, (conflict reading)
  Activity: Case Study, Part 3
Thursday, March 6: New HR Metrics. What is being done? What are they measuring?
  Reading: TBD
  Activity: “new” performance management systems
Tuesday, March 11: New HR Metrics. What is being done? What are they measuring?
  Reading: TBD
Thursday, March 13:
  CASE #1: New Kid on the Block: Diagnosing Organizational Development Issues Using Data
Tuesday, March 18: EXAM #1
Thursday, March 20: NO CLASS
  Complete Case #1 Group written summary (Due Friday, March 21st by 11:59pm)
Tuesday, March 24 and Thursday, March 26: Spring Break
Tuesday, April 1: Creating a flexible workplace: Part 1
  Reading: National Study of the Changing Workforce by Bond, Thompson, Galinsky, & Prottas, 2002, p. 34
  Activity: Why do we need flexibility?
Thursday, April 3: Creating a flexible workplace: Part 2
  Activity: Benefits of Work/Life Balance Initiatives
Tuesday, April 8: Creating a flexible workplace: Part 3
  Reading: TBD
  Activity: Measuring Effectiveness
Thursday, April 10: HR & Small business implications
  Case #2: The Georges Hotel: A Case Study, Group presentations and group written summary
Tuesday, April 15: HRM practices in Mexico: Part 1
  Reading:
    Homework Activity: Research HRM practices from Mexican company
Thursday, April 17: HRM practices in Mexico: Part 2
  Presentation of Homework findings
Tuesday, April 22: HRM practices in Mexico: Part 3
  Activity: Mexican Bio-data

Thursday, April 24:

CASE #3: International HRM Case study, Group presentations and group written summary

Tuesday, April 29: Group presentations: Current Trends in HRM
  DUE: Group Written Analysis of Current Trends in HRM

Thursday, May 1: Semester Review
  DUE: Group Peer Appraisal

EXAM #2: Thursday, May 8th 10:30a.m. – 12:30 p.m.