HUMAN RESOURCE MANAGEMENT
(MGT 332, CRN 21927)

Summer 2014 (Session I – 5/22 to 6/26)
Class Location: Online via Canvas (login at http://learn.nmsu.edu)

Professor: Dr. Sean Rogers, Ph.D., PHR
Email: rogerss@nmsu.edu
Office Location: Guthrie Hall 212
Office Hours: By appointment only

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 throughout NMSU. This 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 on or before the first day of class on 5/22. Having your textbook for the first day of class has been the standard for college students for decades – thus, I will not entertain any excuses because you don’t have your book yet, it’s on the way, etc. It 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 are responsible for the material in this edition.
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>Homework “Memo” Assignments (10 total)</td>
<td>200</td>
<td>40%</td>
</tr>
<tr>
<td>“Current HR Event” Writing Assignment (paper)</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>Quizzes (4 total)</td>
<td>200</td>
<td>40%</td>
</tr>
<tr>
<td>Optional Final Quiz</td>
<td>see details</td>
<td>see details</td>
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<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>
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</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. Such a bump would only be considered if you have not missed any assignments.

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.

**A SPECIAL NOTE ABOUT CANVAS, AND ONLINE COURSES IN GENERAL**

This is an online course. We use the Canvas learning management system (LMS) platform. You have specifically elected to take this course online. It is your complete responsibility to know how to fully utilize Canvas.

Were this an on campus course, I **would not be responsible** for teaching you how to find the NMSU campus, or how to find an appropriate parking lot, or how to find the Business Complex or Guthrie Hall buildings, or how to navigate to our specific classroom.

Similarly, I am **not responsible** for teaching you how to use the Canvas LMS in any way – how to log in, how to navigate in Canvas, how to access Canvas on a smartphone or iPad, etc. NMSU offers several guides on Canvas, one of which can be found here: [http://studenttech.nmsu.edu/learnnmsuedu/](http://studenttech.nmsu.edu/learnnmsuedu/). Canvas itself also has a help section, and additional guidance can be found via Google and other searches.
A SPECIAL NOTE ABOUT HUMAN RESOURCE MANAGEMENT, THIS COURSE, AND FINAL GRADES

I have taught undergraduate HRM at Rutgers University, UNM, and now NMSU. At all of those places, students have failed this course. Students have also earned a grade of 'D' in this course, forcing them to retake it or replace it if their programs of study required such.

Please do not take this course lightly! I cannot stress this enough. All too often, students think HRM is an “easy” course, and that it won’t require the same dedication and study as some other College of Business courses such as Statistics or Accounting. As such, they end up devoting less time to this class than they would “harder” ones.

As a former business professional who worked in high-pressure corporate environments where my performance made the difference between people keeping and losing their jobs, and as a former US Army non-commissioned officer who served in a combat environment where performance meant the difference between people keeping or losing their lives, I have little sympathy or tolerance for college students who give less than 100% effort during the semester, end up performing poorly and earning a bad grade, and then beg me to magically raise their grade in the final days of the term. I have never raised a grade because of such appeals, and have no plans to start now.

In the “real world” performance has consequences. So too, your level of effort in this class will directly impact your final grade. I will not give you a grade in this class...you will earn your grade. You can earn an A, B, C, D, or F. I hope you all earn As and Bs. But if you earn a D or F, that's the grade you’ll see at the end of the semester.

COURSE COMPONENTS

Homework “Memos” (200 points, 40% 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 Thursday 5/22, and then every Tuesday and Thursday from 5/27 – 6/24. That equates to ten (10) homework memos throughout the course.

These memos correspond to specific chapters in the textbook; thus, they serve as a guide for which chapters you need to have read by what date. For example, Memo #2, which is due on Tuesday 5/27, covers material from chapters 1 and 2 of the textbook. Therefore, you should have read chapters 1 and 2 on or before 5/27, so that you can submit Memo #2.

Reading our course materials is your responsibility – I will not tell you when to read each chapter. However, I will tell you with absolutely certainty that you cannot do well on the memos, and especially cannot do well on the quizzes, if you have not read the chapters before assignment and quiz due dates, or if you try to cram or skim chapters right before submitting assignments or taking quizzes. Our textbook is over 600 pages long! It takes time for this stuff to sink in, and may even require you to read chapters twice or more.

Memos are located in our Canvas site under “Assignments.” In Canvas, you will see a link on the left-hand side called Assignments. Upon clicking the Assignments link, you will be taken to a list of assignments. Clicking on the link for each assignment will take you to detailed instructions for that assignment, including due date and time, and submission instructions. All homework memos must be submitted online via our course’s Canvas site.

Late online submissions, even one minute late, will be automatically docked ten (10) 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. Memos can be submitted after the deadline (with said penalty) up to 11:59pm of the date that the next memo is due. The only exception is Memo #10, our final memo, which is due on 6/24. Because it is the last one, no late submissions for Memo #10 are allowed; it must be turned in by the stated deadline.

Regarding the lateness penalty, each memo is worth 20 points. If you submit one late, 10 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 20 points, after the lateness deduction of 10 points, you would only receive 10 points for that memo (even though you turned in otherwise 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!
“Current HR Event” Writing Assignment (100 points, 20% of final grade)

This 2-to-3 page single-spaced paper is due on Wednesday 6/25, and must be submitted via Canvas. You will find the link to this specific assignment under the “Assignments” link in Canvas (the same place you gain access to the homework memos).

The instructions for this paper are as follows:

- Locate an online newspaper or magazine article that discusses any HR-related issue within an organization, or having to deal with employers and/or employees (discrimination lawsuit, plant closing or massive layoff, compensation or benefits issues, workforce planning or the supply/demand for workers, union issues or strikes, etc.)
- The online article must deal with an issue that is US-based – that is, a US firm, or an international firm doing business in the US where the issue deals with US workers (an example of the latter is the recent attempt of VW workers in TN to form a union and German-style “works councils” at that TN plant). If you select an article about a US firm, the focus of the article can be about an HR issue occurring overseas (e.g., Apple’s handling of harsh working conditions at one of its iPhone suppliers, Foxconn, in China).
- The specific article you reference must have been published in 2014. However, the HR issue being discussed can be older than that. For example, something that happened last year might still be getting press coverage, or may continue to have unfolding developments which are being written about now.
- Concerning the topic you identify, the body of your paper will consist of the following:
  - The title of the article, in quotation marks
  - A copy-and-pasted link to the article. This must be a direct link, and it must function properly (check and double-check it prior to submitting). If the link to your article does not work (and thus, I cannot verify the legitimacy of your article), you will incur an automatic deduction of 25 points.
  - An abstract. This is a summary of your paper from start to finish; thus, you’ll likely write this after writing your entire paper. The abstract must be between 100-200 words. If you are not familiar with an abstract, Google examples. Abstracts are typically found in academic journal articles, so you can find examples there. The names of HR-specific journals include Human Resource Management Review, Personnel Psychology, and Industrial and Labor Relations Review.
  - Section I – What’s the Issue?
    - Here, you’ll introduce the issue, and answer basic descriptive questions about it. Examples of questions you might discuss in this section include: What’s going on? How long has it been going on? How did the issue even get started?
  - Section II – The Stakeholders
    - In this section, tell us who the issue is important to – who are the stakeholders involved (firms, workers, government agencies, etc)? How is each of these stakeholders involved? What interests do they have in the outcome of the issue (how might each be affected given potential outcomes of the issue)?
  - Section III – What HR Theory and Research Tells Us about the Issue
    - In this section, you must integrate textbook and course materials into a discussion about the issue you’ve identified. For example, if you choose an article that discusses the public’s increased scrutiny of CEO pay and bonus levels, you could use chapters 11 and 12 to discuss the role pay and benefits plays in influencing worker motivation and behavior, or chapter 11 to consider how equity theory might explain perceptions about CEO pay, or the Kevin Hallock book chapter excerpts (see detailed schedule below) to discuss the changing nature of the CEO-average worker pay gap and how this might contribute to public criticism.
  - Section IV – Results, Recommendation, and Conclusion
    - Given your knowledge of the issue, and your familiarity of how HR theory and research informs the issue, discuss what might become of the issue. How are things likely to turn out? Why? In your opinion, what should happen? Why? Is there anything that can or might change the current path the issue is on? What impact might the results have for the theory and practice of HR, and for firms and workers? Note: This section includes
In terms of actually writing and submitting this paper, you must adhere exactly to the following:

- This paper is due on or before Wednesday, 6/25, at 11:59pm mountain time.
- You can submit the paper any time before the due date and time – thus, any late submission (after 11:59pm mountain on 6/25) will automatically incur a 25 point deduction. No submissions will be accepted after 11:59pm mountain time on Thursday 6/26.
- Your submission must be a PDF. No other document formats will be accepted – any other form will result in Canvas giving you an error message. If you do not already have access to a PDF converter, there are many free versions available for download via the Internet. Many resumes and other things you’ll submit in the near and far future will be required to be in PDF format, so transforming your documents into PDFs is a good habit to get into. If you think you might have any issues with this, you have from right now until 6/25 at 11:59pm to get help and figure things out.
- The paper will be single-spaced, with a single line between paragraphs/sections. A downloadable MS Word file with proper spacing and margin formats, and all sections pre-typed, is available in the “Files” section of our Canvas site.
- The paper must be at least 2 full single-spaced pages, but not longer than 3 full single-spaced pages.
- Times New Roman font, size 12
- 1 inch margins on all sides
- Entire document should be left-alignment (that is, straight on left side, jagged on right edge)
- Page numbers in the bottom footer, centered, Times New Roman font, size 12
- Page numbers should use numbers (1, 2, 3), not Roman numerals (I, II, III)
- The bottom footer margin should be 0.5” from bottom of page (this is the default setting in MS Word)
- On the first line of the document, write your name (official name, as listed in Canvas) in BOLD CAPS
- On the second line, write this in italics: MGT 332, Dr. Rogers – Summer 2014
- Any deviations for these formatting instructions will result in an automatic 5 point deduction.

**Quizzes (4 @ 50 points each; all 4 quizzes combined are 40% of final grade)**

Four 40-minute online quizzes will be administered throughout the semester. These quizzes 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 quiz will cover approximately four or five chapters and/or readings. These short online quizzes are designed to help you retain, integrate, and deepen your understanding of the HR concepts and ideas we will be exploring throughout the semester. See the detailed course schedule below for the date of each quiz.

Given their online nature, you may use your notes and the textbook during quiz administrations. However, since you are only given 40 minutes to complete each 25-question quiz, it is imperative that you have the same level of preparation for these quizzes as if they were closed-book, in-class exams. You have a little more than a minute – on average – to read, comprehend, analyze answer choices, and then answer each question. That is not nearly enough time to scramble through the textbook and try to read the textbook pages that correspond to a particular question. So, although you can access you textbook and notes during these quizzes, I highly recommend that you study and prepare for quizzes in such a way that you can answer a majority of the 25 questions without referring to the book, and then use notes and the book for a small handful of questions that prove particularly challenging to you.

Quizzes must be completed on the days they are scheduled for, as noted below in the detailed schedule. This is an absolute rule – there are no exceptions to it. If a quiz is not taken on the prescribed day for any reason, it has been missed, and no make-up for that particular quiz will be allowed. However, as will be described in the next syllabus section titled “Optional Final Quiz,” it will be possible to take a final (quiz in this case, rather than a final exam) which would take the place of the missed quiz. Because there is only one (1) final quiz, there is only one opportunity to earn replacement points for a missed quiz. So, be sure not to miss more than one of the regularly-scheduled quizzes. To save yourself any heartache, I strongly suggest taking all steps necessary to ensure that you don’t miss any of the regularly-scheduled quizzes.
Quizzes take the form of 25 multiple-choice questions, and are 40 minutes long. These 40 minutes are continuous minutes – that means that once the quiz is started, a timer begins and you have 40 minutes from that start time to finish your quiz. You cannot start the quiz, take it for 15 minutes or so, stop the quiz, and then come back a few hours later to pick back up where you left off. It is extremely important that you understand this point, and govern yourselves accordingly. When preparing to sit and take a quiz, make sure you are in a place with a strong Internet connection, and that you’ll be able to devote 40 minutes of continuous attention to taking the quiz.

Quizzes can be found on Canvas using the link “Quizzes.”

Optional Final Quiz (50 points; if taken, would count for 10% of final grade)

You have the option of taking a final quiz on the last day of class, Thursday 6/26. It is worth 50 points, just like each of the individual quizzes administered throughout the semester. Likewise, it is a 25-question multiple-choice quiz, and you will have 40 continuous minutes to complete it. Unlike previous quizzes, the final quiz is cumulative.

This final quiz gives you one last opportunity to enhance your overall performance in this course. If taken, your score on this final quiz will replace your lowest score earned on quiz 1, 2, 3, or 4. For example, if you earned 26 out of the maximum 50 points on quiz 1 (which happened to be the lowest of your 4 quiz scores), but took the optional final quiz and scored a 34 out of 50, this final quiz score of 34 would replace the 26 you earned on quiz 1. The effect on your final grade would be that you gained 8 points toward you semester point total (34 – 26 = 8).

Taking the final quiz is risk-free. This means that if you score lower on the final quiz than you did on any of the four regular quizzes, then the final quiz score will be ignored and the scores of your four regularly-scheduled quizzes will count toward your final grade. Taking the final quiz can only help your course grade – it cannot hurt it.

The final quiz is optional – you do not have to take it. If you are satisfied with your four regularly-scheduled quiz scores, you can choose to stick with those scores, and forego taking the final quiz.

The final quiz can be found on Canvas using the link “Quizzes.”

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: http://sas.nmsu.edu/
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/

**COURSE SCHEDULE**

Note: NHGW = The Noe, Hollenbeck, Gerhart, & Wright textbook pictured on page 1 of this syllabus.

<table>
<thead>
<tr>
<th>Day</th>
<th>Date</th>
<th>Topic</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thurs</td>
<td>5/22</td>
<td>Course Introduction; Getting to know Canvas; Getting to know the NHGW textbook; Getting to know each other</td>
<td>• Memo 1 due (Intro and mandatory tasks)</td>
</tr>
<tr>
<td>Tue</td>
<td>5/27</td>
<td>Managing Human Resources; Trends in Human Resource Management</td>
<td>• Memo 2 due (NHGW Chapters 1 &amp; 2)</td>
</tr>
<tr>
<td>Thurs</td>
<td>5/29</td>
<td>HR Laws and Providing Equal Employment; Workplace Safety and Occupational Health</td>
<td>• Memo 3 due (NHGW Chapter 3)</td>
</tr>
<tr>
<td>Mon</td>
<td>6/2</td>
<td>QUIZ 1</td>
<td>• Take Quiz 1 (covering NHGW Chapters 1-3)</td>
</tr>
<tr>
<td>Tue</td>
<td>6/3</td>
<td>Analyzing Work and Designing Jobs; Planning for and Recruiting Human Resources</td>
<td>• Memo 4 due (NHGW Chapters 4, 5)</td>
</tr>
<tr>
<td>Thurs</td>
<td>6/5</td>
<td>Selecting Employees and Placing them in Jobs; Training Employees; Managing Employees’ Performance</td>
<td>• Memo 5 due (NHGW Chapters 6, 7, 8)</td>
</tr>
<tr>
<td>Mon</td>
<td>6/9</td>
<td>QUIZ 2</td>
<td>• Take Quiz 2 (covering NHGW Chapters 4-8)</td>
</tr>
<tr>
<td>Tue</td>
<td>6/10</td>
<td>Developing Employees for Future Success; Separating and Retaining Employees</td>
<td>• Memo 6 due (NHGW Chapters 9, 10)</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Assignments</td>
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<td>Thurs 6/12</td>
<td>Establishing a Pay Structure; Pay: Who Makes What, and Wage Inequality</td>
<td>• Memo 7 due (NHGW Chapter 11, and selected excerpts from the book “Pay” by Kevin Hallock – a PDF of this is posted in Canvas)</td>
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<tr>
<td>Mon 6/16</td>
<td>QUIZ 3</td>
<td>• Take Quiz 3 (covering NHGW Chapters 9-11, and the “Pay” book excerpts)</td>
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<tr>
<td>Tue 6/17</td>
<td>Recognizing Employee Contributions with Pay; Providing Employee Benefits</td>
<td>• Memo 8 due (NHGW Chapters 12, 13)</td>
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<tr>
<td>Thurs 6/19</td>
<td>Unions, Collective Bargaining, and Labor Relations; International Human Resource Management; Strategic HR Management, and High-Performance Work Organizations</td>
<td>• Memo 9 due (NHGW Chapters 14, 15, 16)</td>
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<tr>
<td>Mon 6/23</td>
<td>QUIZ 4</td>
<td>• Take Quiz 4 (covering NHGW Chapters 12-16)</td>
<td></td>
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<tr>
<td>Tue 6/24</td>
<td>Course conclusion and recap</td>
<td>• Memo 10 due (reflections and suggestions)</td>
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<tr>
<td>Wed 6/25</td>
<td>“Current HR Event” Writing Assignment</td>
<td>• Paper due – submit in PDF format via “Assignments” link in Canvas. See syllabus for complete instructions.</td>
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<tr>
<td>Thurs 6/26</td>
<td>Optional Final Quiz; Last day of this course</td>
<td>• Optional – Take Final Quiz to replace lowest previous quiz score</td>
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