HUMAN RESOURCE MANAGEMENT
(MGT 332-M80, CRN 44667)

Fall 2014
Class Location: Online via Canvas (login at http://learn.nmsu.edu)

Professor: Dr. Sean Rogers, Ph.D., PHR
Email: rogerss@nmsu.edu (primary mode of contacting me)
Cell Phone: (386) 453-3887
Office Location: Guthrie Hall 212
Office Hours: Wednesdays 1:00pm-2:00pm; or at other times during the week 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.
STRUCTURE OF THE COURSE

This is NOT a self-paced course. While we do not actually meet in a classroom on a certain day and time of the week, this course will be structured in a week-by-week manner, just like you’d encounter in an on-campus course.

You cannot work ahead in this class (but you can read as fast as you like). Rather, each week will contain a module with PowerPoint slides and other comments by me on a certain topic (the topics by week are in the schedule at the end of this syllabus).

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 Discussion Board Postings</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>Online Recruitment Activity Paper</td>
<td>100</td>
<td>20%</td>
</tr>
<tr>
<td>“HR Magazine Cover Story” PowerPoint Presentation</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>Quiz #1</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>Quiz #2 (not cumulative)</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>Quiz #3 (not cumulative)</td>
<td>75</td>
<td>15%</td>
</tr>
<tr>
<td>Total</td>
<td>500</td>
<td>100%</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 level of course participation in the discussion board postings. If you missed any postings, you will not receive any grade bump consideration.
To give you an idea of how rare these are...in my past teaching experience, only about 1 or 2 students per semester, out of 100 or more, 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.

**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.

I am not responsible for teaching you how to use the Canvas LMS – 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/learnnmsu.edu/](http://studenttech.nmsu.edu/learnnmsu.edu/). 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 has 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,” your performance has consequences. So too, your level of effort in this class will directly dictate 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 (and anywhere in between counting the pluses and minuses). 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**

*Discussion Board Postings (100 points, 20% of final grade)*

You will have a homework assignment in the form of discussion board postings nearly every week of this semester (the exception is the week of the Thanksgiving holiday, the entire week of which is a holiday for NMSU students).

Given that our semester begins on a Thursday (8/21), discussion board postings for a given week will be due by 11:59pm Mountain Time (please note this) on Thursdays. Your first posting and replies (at least 2 replies to other student postings each week, in addition to your own main post...for a total of 3 discussion board postings each week) are due by Thursday 8/28 at 11:59.

All discussion board postings are made via the Discussion link on our course Canvas website. Familiarize yourself with our course site, and this discussion space.
Discussion board questions/topics (that you’ll respond to) will be posted on or before each Thursday. Again, the only exception is Thanksgiving week – there will be no discussion board posting due that week, and so the week before (11/20) there will be no discussion board question posted by me.

These discussion board questions 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, Discussion Board Posting #2, which is due on Thursday 9/4, covers material from chapters 1 and 2 of the textbook. Therefore, you should have read chapters 1 and 2 before 9/4 so that you can participate in Discussion Board Posting #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 discussion board postings, and especially 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.

Discussion board conversations will be closed for comment on 11:59pm of the due date for that posting. Thus, late online submissions cannot be made. If you miss a deadline, you simply missed that assignment, lost any points that could’ve been earned for that assignment, and will not be allowed to make up that assignment.

Always (and this semester will not be any different), students miss weekly postings, don’t earn the points, and then realize toward the end of the semester that they need a few more points to get to a desired grade. I’m telling you now and will tell you again once you ask – NO! When you ask in November or December to be allowed to submit a posting from 2 months ago, I will refer you to this very page, and this very sentence that you’re now reading.

My advice is to simply complete these very easy discussion board postings on time every time.

*Online Recruitment Activity Paper (100 points, 20% of final grade)*

Each student will be asked to evaluate the web site of one company that they are assigned, and to evaluate this company on a number of different factors in a 2-3 double-spaced page paper. The paper will be due on Friday 12/12, and will be submitted electronically. More details about this paper will be provided later in the course.

*“HR Magazine Cover Story” PowerPoint Presentation (75 points, 15% of final grade)*

You will be required to complete an intensive HR-related project the product of which is a PowerPoint (PPT) slideshow that could be used to make a 10-minute presentation on an assigned topic. Your only deliverable for this assignment is the PowerPoint file (you will not be making an actual presentation...I simply want to see your slides).

Because you’re not actually presenting anything (at least in class), you’ll have to determine how much of a PowerPoint slideshow is needed to fill a 10-minute presentation. One way to do this is to do a mock presentation of the slideshow, speaking to the specific points you’re making in the slideshow.

Let me reiterate that this is not a fluff assignment where you simply throw some PPT slides together that contain a bunch of rehash and gibberish. You must approach this as if you were going to make an in-class presentation, or a presentation to a group of HR professionals. Below are some guiding questions that you’ll specifically be addressing in the PPT.

Students will select a cover story from a 2014 issue of HR Magazine, the official magazine of the Society for Human Resource Management (SHRM). SHRM is the leading professional association for HR professionals, with over 275,000 members in over 160 countries. The magazine regularly covers topics of interest to HR professionals.

As with most magazines, each issue of HR Magazine contains a cover story. Cover story topics are usually of special importance to the HR and business communities. Your job is to create a presentation around the topic addressed in the cover story.
PDF copies of the cover story from all 2014 issues of *HR Magazine* will be uploaded into the Files section of our Canvas course site. You can choose which cover story interests you, and create your slideshow on that one.

**Your presentation is not simply a rehash or summary of the cover story.** Over the duration of a 10-minute presentation, you should spend no more than 2 minutes worth of slides summarizing the key points of the cover story. The rest of the 8 minutes worth of slides should address the following:

- Why is this issue important in the field of human resource management? Why should HR professionals be interested in or concerned with the topic of the cover story? Why should companies/employers care about the topic? Are there any reasons for employees to be concerned about the topic...if so, why?

- Continuing the above line of inquiry, who are the stakeholders involved (or potentially involved) in this issue? How is each of these stakeholders involved? What interest(s) do they have in the outcome of the issue (that is, how might each be affected given potential outcomes of the issue)?

- What does HR theory and research tell us about the topic and its potential impact on HR professionals and HR management, employees, and firms? **With this question, you'll be expected to use references (such as the course textbook, other books and articles, etc) to support your responses. None of your responses here should solely reflect “what you think.”** If they do, you will be significantly penalized. Instead, your responses must be backed up by facts (which can come from the things you've learned from the textbook).

For example, the December 2013 cover story was entitled “Matters of Faith” and dealt with issues of religious accommodation in the workplace. Some of the things I'd present in this section might include how workplace accommodations can influence employees' perceptions of their company's attitudes toward them personally and people who share their backgrounds and beliefs, or how accommodations might positively impact worker satisfaction and job performance, or how the lack of accommodations may open up a firm to potential discrimination lawsuits, etc. All of these discussion points would be backed up with a reference to a citation. Remember, you can't just say something might happen because you think it might happen...your hunch must be based upon prior research, something some other firm experienced, etc.

- Recommendations -- 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 for all the stakeholders? 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?

PPT files are due on Thursday 11/13 at 11:59pm. Upload your submissions via the Assignment link in Canvas.

*Quizzes (3 @ 75 points each; all 3 quizzes combined are 35% of final grade)*

Three 60-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 60 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 an average of just over two minutes 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.

Quizzes take the form of 25 multiple-choice questions, and are 60 minutes long. These 60 minutes are continuous minutes – that means that once the quiz is started, a timer begins and you have 60 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 60 minutes of continuous attention to taking the quiz.

Quizzes 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 remaining enrolled 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

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>Assigned Readings, Homework, and Activities</th>
</tr>
</thead>
</table>
| Thurs | 8/28  | Course Introduction; Getting to know Canvas; Getting to know the NHGW textbook; Getting to know each other | • Required Reading: NONE  
• Discussion board posting #1 |
| Thurs | 9/4   | Managing Human Resources; Trends in Human Resource Management         | • Required Reading: NHGW Chapters 1 & 2  
• Discussion board posting #2 |
| Thurs | 9/11  | Analyzing Work and Designing Jobs                                      | • Required Reading: NHGW Chapter 4  
• Discussion board posting #3 |
| Thurs | 9/18  | Planning for and Recruiting Human Resources; Selecting Employees and Placing them in Jobs | • Required Reading: NHGW Chapters 5 & 6  
• Discussion board posting #4  
• Quiz #1 review sheet uploaded to Files in Canvas |
| Thurs | 9/25  | Quiz #1                                                               | • Take Quiz 1 (covering NHGW Chapters 1, 2, 4, 5, 6) |
| Thurs | 10/2  | Training Employees; Managing Employees’ Performance                     | • Required Reading: NHGW Chapters 7 & 8  
• Discussion board posting #5 |
| Thurs | 10/9  | Developing Employees for Future Success; Separating and Retaining Employees | • Required Reading: NHGW Chapters 9 & 10  
• Discussion board posting #6 |
| Thurs | 10/16 | Pay: Who Makes What, and Wage Inequality; Establishing a Pay Structure | • Required Reading: Selected excerpts from the book “Pay” by Kevin Hallock (PDFs posted in Canvas), and NHGW Chapter 11  
• Discussion board posting #7  
• Quiz #2 review sheet uploaded to Files in Canvas |
| Thurs | 10/23 | Quiz #2                                                               | • Take Quiz 2 (covering NHGW Chapters 7, 8, 9, 10, 11, and Hallock “Pay” book excerpts) |
| Thurs | 10/30 | Recognizing Employee Contributions with Pay                            | • Required Reading: NHGW Chapter 12  
• Discussion board posting #8 |
| Thurs | 11/6  | Providing Employee Benefits                                            | • Required Reading: NHGW Chapter 13  
• Discussion board posting #9 |
| Thurs | 11/13 | HR Laws and Providing Equal Employment                                  | • Required Reading: NHGW Chapter 3 (up to but not including workplace safety)  
• Discussion board posting #10  
• HR Cover Story PPT Slideshow due |
| Thurs | 11/20 | Workplace Safety; Unions, Collective Bargaining, and Labor Relations  | • Required Reading: NHGW Chapters 3 (section on workplace safety) and 14  
• Discussion board posting #11 |
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Details</th>
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| Thurs 12/4 | International Human Resource Management; High-Performance Work Organizations; Course Recap and Wrap-Up | • Required Reading: NHGW Chapters 15 & 16  
• Discussion board posting #12 |
| Thurs 12/11 | Quiz #3                                    | • Take Quiz 3 (covering NHGW Chapters 3, 12, 13, 14, 15, 16)            |
| Fri 12/12  | Final Paper Due                            | • Submit Online Recruitment Activity Paper in Canvas                    |