

HUMAN RESOURCE MANAGEMENT

MGT 367

Time: 1:00 – 2:15pm T/R BEH241

Text

Bernardin, H.J. & Russell, J.E.A. (2013). Human Resource Management: An Experiential Approach (6th edition). Irwin/McGraw-Hill.

Overview and Learning Objectives

The primary objective of this class is to survey a wide variety of topics in Human Resource Management (HRM). Knowledge of HRM will help you better understand working in an organization, as well as impart practical skills you will use throughout your career. It is recognized that many students in the class may not be going into HRM specifically, but desire an exposure to basic concepts and issues involved. As a result, students are expected to demonstrate an understanding of the basic functions of HRM and current HRM practices and issues, and be able to apply general concepts to practical issues. In this class, we will:

1. Describe various employment laws including Title VII, ADA, and other employment laws and regulations that govern the employment relationships;
2. Explain the difference between the disparate treatment and disparate impact theories of employment discrimination;
3. Explain how managers can and do to effectively manage diverse workforces;
4. Describe the process by which employers determine and satisfy their staffing needs;
5. Describe the process by which employers develop human resources;
6. Describe the process by which compensation structures are developed;
7. Describe the process by which pay-for-performance systems are designed and administered;
8. Describe labor laws and collective bargaining process;
9. Explain the roles of third parties in helping negotiators settle rights and interest disputes; and
10. Explain international human resource management practices.

These topics are grouped under four units. As we go through these units, we will also consciously practice a number of skills that are essential to HRM practices:

- Unit 1) Fundamental issues of HRM: understand employment laws and estimate labor demand/supply
- Unit 2) Staffing and development: document analysis and case analysis
- Unit 3) Performance management: advanced case analysis and recommendations
- Unit 4) Special issues: advanced case analysis and recommendations

Classes will consist of lectures, discussion, videos, and experiential exercises and cases. We will also discuss practical applications of the material as you might expect to experience it when in a working environment.

WebCampus

We will use WebCampus as an interactive tool throughout the course. A version of the course syllabus and course notes is accessible through WebCampus. A class discussion board is also available. Additionally, your grades will be posted on this website and will only be accessible to you with your password.

Exam Material

Four non-cumulative exams will generally consist of multiple choice and short answer questions (more specific information will be provided prior to each exam). These exams will consist of the materials covered in class including in-class exercises and discussions as well as from the assigned chapters in the textbook and/or articles. The exams will NOT be cumulative. However, given time limitations, not all materials from assigned chapters in the text will be covered in class. You are still responsible for learning the materials in the text for the exams. You are highly encouraged to visit me during office hours if you are having difficulty understanding any of the assigned materials. Exams are closed book, closed notes, closed neighbors, and **CLOSED ELECTRONIC DEVICES--ALL ELECTRONIC DEVICES MUST BE PUT AWAY. You are required to bring your student ID card to all exams for identification purposes.**

Please plan in advance to take exams on the scheduled date. Make up exams will be offered only under extreme extenuating circumstances (such as illness that requires hospitalization or family emergency). If you believe that you have a legitimate reason for missing an exam, you need to substantiate the excuse (e.g., doctor's note, etc.). This is in fairness to other class members who take the exam on time. Please note that having multiple exams on the same day does *not* fall into this category. You will receive no credit for an exam if you do not show up or do not have a substantiated excuse. A missed exam will be assigned a score of zero.

There will be a 30% deduction of your grade if you come in 30 minutes late for an exam or after the first student completes the exam and leaves, whichever comes earlier.

Attendance and classroom policies

Regular attendance and punctuality is expected in this class. If a student misses class for any reason, s/he is responsible for finding out what happened in class, as well as picking up any handouts, and is strongly encouraged to obtain class notes from her/his classmates. It is also her/his responsibility to find out whether any changes have been made to the syllabus.

Disrupting class by coming to class late, walking out during the class (for any reason other than an emergency), or engaging in conversations with other classmates on topics unrelated to the course is inconsiderate to others and unacceptable. If you must arrive late or leave early, please make prior arrangements with the professor.

Recording of lectures is not allowed in this class. Students are expected to take notes; however, the lectures and discussions are not for publication or reprinting.

Class Participation

Class participation will be essential, as this class will operate in a peer-learning environment. This means that all students are expected to come to class and be prepared to participate during each class session (even in this large classroom). Prior to coming to class it is expected that you read all materials assigned. During each class, there will be a group activity and your full participation is expected. The group activities will include discussions of a case, questions relevant to the class content, or an activity assigned to the class by the instructor.

Grading

Assignments:	12%
Exam I	22%
Exam II	22%
Exam III	22%
<u>Exam IV</u>	<u>22%</u>
Total	100%

**Any issues concerning grading should be called to the immediate attention of the instructor. Students will have up to one week to contact me (via e-mail or in-person) regarding a grading issue following the receipt of the grade. **

Assignments:

You are asked to prepare case analyses or similar exercises prior to six class sessions. Four of these will be graded and are worth 3% each (a total of 12% of your final grade). These are intended to give you practice in applying the concepts we discuss in class. These four assignments must be typed and professional in appearance. Specific instructions will be given prior to each assignment.

Assignments are graded on a P, P-, F system. If the assignment is turned in on time and suggests that you made a serious effort to complete it, you will receive a P whether or not your answer is correct. (Since the purpose of most of the assignments is to practice applying lecture material, I do not want to penalize you for making an error; the point is to learn from any mistakes you may make.) Careless, rushed or copied work will receive a P- (or F if it's really poor quality). Late homework will receive an F up to one week after the due date. Short-term illness is generally not an adequate excuse for turning in a homework assignment late--plan your schedule so that an unexpected illness or emergency will not interfere with deadlines.

Overall Course Grade Chart

A more specific grade computation chart for the course is as follows and will apply unless otherwise announced. No curve will be used in the course unless stated otherwise as the semester progresses. I recognize that oftentimes students miss an "A" or other grade by one point, and are often frustrated by this. Therefore, I will round final grade percentages in accordance with normal rules of rounding (e.g., a 91.50% is an A; a 91.49% is an A-). The time to accumulate points is during the semester, not at the end of it; no extra credit will be offered to any individual student at the end of the semester.

Percentage	Final Grade
92-100%	A
90-91	A-
87-89	B+
83-86	B
80-82	B-
77-79	C+
70-76	C
60-69	D
Below 60%	F

Class Notes

I will primarily use Power Point slides throughout the course, and will make them available to you through a WebCampus link. The slides will outline only the main points to be presented in class. It is vital that you attend class and take supplementary notes in order to get the complete lecture material, examples, etc. The official material used for exams is that which comes from the text as well as that which is presented in class, including lectures and video examples. You are responsible for obtaining notes or other information presented in class from other classmates when you do not attend class. I will not be able to rehash lecture material on a per-case basis, and will not be able to provide "second-viewing" opportunities for videos.

Additional University Policies:

Academic Misconduct—Academic integrity is a legitimate concern for every member of the campus community; all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy and are encouraged when faced with choices to always take the ethical path. Students enrolling in UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's function as an educational institution.

An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another, from the Internet or any source, without proper citation of the sources. See the *Student Academic Misconduct Policy* (approved December 9, 2005) located at: <https://www.unlv.edu/studentconduct/student-conduct>.

Copyright—The University requires all members of the University Community to familiarize themselves **with** and to follow copyright and fair use requirements. **You are individually and solely responsible for violations of copyright and fair use laws. The university will neither protect nor defend you nor assume any responsibility for employee or student violations of fair use laws.** Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional information can be found at: <http://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC)—The UNLV Disability Resource Center (SSC-A 143, <http://drc.unlv.edu/>, 702-895-0866) provides resources for students with disabilities. If you feel that you have a disability, please make an appointment with a Disabilities Specialist at the DRC to discuss what options may be available to you. If you are registered with the UNLV Disability Resource Center, bring your Academic Accommodation Plan from the DRC to the instructor during office hours so that you may work together to develop strategies for implementing the accommodations to meet both your needs and the requirements of the course. Any information you provide is private and will be treated as such. To maintain the confidentiality of your request, please do not approach the instructor in front of others to discuss your accommodation needs.

Religious Holidays Policy—Any student missing class quizzes, examinations, or any other class or lab work because of observance of religious holidays shall be given an opportunity during that semester to make up missed work. The make-up will apply to the religious holiday absence only. It shall be the responsibility of the student to notify the instructor **within** the first 14 calendar days of the course for fall and spring courses (excepting modular courses), or **within** the first 7 calendar days of the course for summer and modular courses, of his or her intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit: <http://catalog.unlv.edu/content.php?catoid=6&navoid=531>.

Transparency in Learning and Teaching—The University encourages application of the transparency method of constructing assignments for student success. Please see these two links for further information:

<https://www.unlv.edu/provost/teachingandlearning>

<https://www.unlv.edu/provost/transparency>

Incomplete Grades—The grade of I—Incomplete—can be granted when a student has satisfactorily completed three-fourths of course work for that semester/session but for reason(s) beyond the student's control,

and acceptable to the instructor, cannot complete the last part of the course, and the instructor believes that the student can finish the course without repeating it. The incomplete work must be made up before the end of the following regular semester for undergraduate courses. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the time indicated, a grade of F will be recorded and the GPA will be adjusted accordingly. Students who are fulfilling an Incomplete do not register for the course but make individual arrangements with the instructor who assigned the I grade.

Library—Students may consult with a librarian on research needs. For this class, the subject librarian is https://www.library.unlv.edu/contact/librarians_by_subject. UNLV Libraries provides resources to support students’ access to information. Discovery, access, and use of information are vital skills for academic work and for successful post-college life. Access library resources and ask questions at <https://www.library.unlv.edu/>.

Tutoring and Coaching—The Academic Success Center (ASC) provides tutoring, academic success coaching and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, visit <http://www.unlv.edu/asc> or call 702-895-3177. The ASC building is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of the SSC (ASC Coaching Spot). Drop-in tutoring is located on the second floor of the Lied Library and College of Engineering TEB second floor.

UNLV Writing Center—One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, located in CDC-3-301. Although walk-in consultations are sometimes available, students with appointments will receive priority assistance. Appointments may be made in person or by calling 702-895-3908. The student’s Rebel ID Card, a copy of the assignment (if possible), and two copies of any writing to be reviewed are requested for the consultation. More information can be found at: <http://writingcenter.unlv.edu/>.

Rebelmail—By policy, faculty and staff should e-mail students’ Rebelmail accounts only. Rebelmail is UNLV’s official e-mail system for students. It is one of the primary ways students receive official university communication such as information about deadlines, major campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the university. Students’ e-mail prefixes are listed on class rosters. The suffix is always @unlv.nevada.edu. **Emailing within WebCampus is acceptable.**

Final Examinations—The University requires that final exams given at the end of a course occur at the time and on the day specified in the final exam schedule. See the schedule at: <http://www.unlv.edu/registrar/calendars>.

Tentative Schedule

Date	Topic (skills)	Reading	Case
Unit 1	Fundamental Issues of HRM (understand employment laws and estimate labor demand/supply)		
8/30 T	Class Introduction	syllabus	
9/1 R	Strategic HRM	Ch. 1	
9/6 T	EEO	Ch. 3	
9/8 R	EEO		Ex.3 .2(p.631)
9/13 T	Work Analysis & Design	Ch. 4	
9/15 R	HR Planning	Ch.5	
9/20 T	HR Planning		
9/22 R	Exam I Staffing and Development (document analysis and case analysis)	Chs. 1 & 3-5	
Unit 2	Staffing and Development		
9/27 T	Recruitment	Ch. 5	Ex.5.1 (p.675)
9/29 R	Selection	Ch. 6	
10/4 T	Selection		Ex.6.1 (p.687)
10/6 R	Career Development	Ch. 9	
10/11 T	Career Development		
10/13 R	Training & Development	Ch. 8	
10/18 T	No classroom meeting (work on Ex.8.4)		
10/20 R	Training & Development		Ex.8.4 (p.725)
10/25 T	Exam II	Chs.5, 6, 8, &9	
Unit 3	Performance Management (advanced case analysis and recommendations)		
10/27 R	Performance Appraisal	Ch. 7	
11/1 T	Compensation	Ch. 10	
11/3 R	Compensation		Ex.IO.I (p.741)
11/8 T	Rewarding Performance	Ch. 11	
11/10 R	Rewarding Performance		
11/15 T	Exam III	Chs. 7, 10, &11	
Unit 4	Special Issues (advanced case analysis and recommendations)		
11/17 R	International HRM	Ch. 2	
11/22 T	Managing the Employment Relationship	Ch. 12	
11/24 R	Happy Thanksgiving!!		
11/29 T	Labor Relations	Ch. 13	
12/1 R	Safety and Health	Ch. 14	Ex.14.3 (p.779)
12/5-10	Study week	Catch up	
12/13 T	Final Exam: 1:00-2:25pm	Chs.2, & 12-14	