

The University of New Mexico
Management 564 - Human Resource Management: Theory & Applications
Fall 2015, Room ASM 2141

Instructor: Gavin Gillette
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Office Hours: Before/After Class & by Appointment

Required Texts

Dessler, Gary (2013) Human Resource Management (13th ed.) Prentice-Hall

Course Description

This course covers the entire HR process, including recruitment, testing, EEO and the law, job analysis & design, strategic planning, compensation & benefits, employee relations, training & development and many more HR practices. As learning HR theories and practices is beneficial, we will examine core HR functions through class discussion, assignments, HR in-box exercises, case studies, guest lecturers and class activities/exercises. I'm not the type to 'talk at' students, but rather engage the class in meaningful, real-world discussions that add value to the HR theory that's in the book.

HR Directors/Managers wear many hats in our profession, and we will address those various roles that include the day-to-day routine administrative HR function to coaching/counseling other managers to being a strategic partner at your company.

Course Objectives

By the end of the semester, I expect each student to be able to have a working knowledge of most HR concepts, including:

- Understand the most common HR Federal & State laws, regulations effecting today's employers
- Being able to develop efficient & effective hiring processes and use best practices in interviewing
- Use best practices in job analysis & design for creating legal job summaries/descriptions
- Create functional salary policies & wage ranges based on a job's skill, effort & responsibility
- Handle & administer disciplinary actions & separations, including layoffs, downsizing & terminations
- Create employee performance evaluations/reviews
- Understand the HR Manager's role in ethics, justice & fair treatment of all employees

Semester Design

The course will follow the book relatively close, but my intention is to have real-world examples and discussions each week, that 'connects' and drives home the book's theory with everyday HR issues and/or situations. I expect a high level of class participation each week, to get alternative points of view and/or examples of different work place practices.

Grades

Class attendance and discussion and participation are critical for success in this course. Assignments will be used in conjunction with the relevant chapters in the book and will be discussed in class.

Grades for the course will be based on the following:

- Two tests before the final (20%)
- Class attendance, participation and discussion (10%)
- Assignments (5%)
- Individual paper on selected Management Book (20%)
- Group presentations & Final Paper (25%)
- Final Exam (20%)

Exams

Three exams will be given during the course of the semester and will cover in-class lectures and chapters from the book. **No make-up exams will be given (other than emergencies).**

The Group Project will be due on Dec. 1st which is the next to last day of class with group presentations on Dec. 8th. All students will have a **choice** on their Group Project, they choices are:
1) Produce a research/application paper, minimum 10 pages with attachments, double spaced and completed in a professional manner on any pre-approved HR issue. Students are expected to interview any manager of a company (greater than 15 EE's) and investigate/research any particular issue that is forming or in the midst of developing within this company OR find out if the company is currently not performing an HR function, but wants to initiate one. Each group will need to research, analyze and determine what the real problem is and then propose or suggest that the company implement an HR process/initiative or function to resolve the issue(s). (The company doesn't need to implement the solution, but at least the group needs to propose one.) OR-----
2) Complete 5 complete case studies of The Hotel Paris Case that I will assign within the first two weeks of class. Each case study has between 2 – 5 questions that need to be completed.

For choice #1) some examples of what the Company may be experiencing/needing include:

- Low response to their current recruiting strategies
- High turnover
- Sudden increases in workers compensation claims
- Poor screening or no testing software for new applicants
- Poorly constructed performance evaluations/reviews
- Not enough or too many HR policies OR not have a good HR handbook (i.e. no social networking policy, or no dress code policy) [may be a very small company without any type of handbook]

If the group can not find a friend/colleague that would be open to a graduate student project, you may study a company where a student currently works. However the goal of this assignment is to use the related issues/topics we are studying in class. The group needs to apply the concepts we discuss throughout the semester and propose to that company your resolution, process, plan, etc. **The FINAL PAPER** needs to include the problem/issue, the steps the group took to analyze it and the steps taken to produce the final results to the company.

For the presentation of the project, each student will be required to present a part of their project, and the outcome, to the rest of the class.

Class Expectations, Behavior and Attendance

Since this is a graduate level class, it's expected that each student actively participate in class discussions and group exercises. Since one week of class constitutes an entire week of work, attendance is directly related to class participation and it is highly recommended that each student attend all classes. I understand emergencies happen, but please contact me **in advance** if any student has any pre-existing commitments and can not make it to class.

I expect all students to honor the learning atmosphere of UNM and not use their smart/cell phones during class. Laptops may be used for note taking purposes only and any blatant plagiarism will be handled appropriately.

Reasonable Accommodations

If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Course materials can be made available in alternative forms.

Academic Integrity

Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms 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 TEXT OF ANDERSON'S ACADEMIC HONESTY CODE, please visit mgmt.unm.edu/honesty.

SCHEDULE & EXAMS

Date	Topic	Readings
8/18	Introduction and Overview The Strategic Role of HR Management	Dessler – Ch. 1
8/25	Equal Opportunity & the Law	Dessler – Ch. 2
9/1	The Manager’s Role in Strategic HR Mgmt Job Analysis	Dessler – Ch. 3 Dessler – Ch. 4
9/8	Personnel Planning & Recruiting	Dessler – Ch. 5
9/15	Exam 1	
9/22	Employee Testing & Selection	Dessler – Ch. 6
9/29	Interviewing Candidates	Dessler – Ch. 7
10/6	Training and Developing Employees Performance Management & Appraisal	Dessler – Ch. 8 Dessler – Ch. 9
10/13	Coaching, Careers & Talent Mgmt	Dessler – Ch.10
10/20	Exam 2	
10/27	Establishing Strategic Pay Plans	Dessler – Ch. 11
11/3	Pay for Performance & Fin Incentives Benefits and Services	Dessler – Ch. 12 Dessler – Ch. 13
11/10	Ethics, Justice, and Fair Treatment in DISC System Communication	Dessler – Ch. 14
11/17	Wrap up Case Studies & Guest Lecturer	
11/24	Individual presentations on management book	
12/1	FINAL EXAM & GROUP PROJECTS DUE	
12/8	Group Presentations	