

# HRMN 3420—Human Resource Management, Spring 2014

## Section 002, Lowder 153, Tuesday/Thursday 3:30-4:45

Professor: Jack Walker  
Office: Lowder 445  
Office Hours: Tuesday and Thursday 12:30-2:00 or by appointment  
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### Course Objectives

This course is designed to give students an overview of important theories, research, and current issues related to human resource management (HRM). We will cover a variety of topics ranging from legal issues in employment to the role of strategic HRM practices in gaining a competitive advantage. We will cover course topics through in-class lectures, group discussions, and case analyses. Course content has been designed with the following objectives in mind:

- Increasing students' awareness of HMR issues and practices including recruitment, HR planning, selection, placement, training, performance management, and employee development
- Developing an understanding of how HRM practices contribute to organizational effectiveness
- Examining ethical and legal HRM issues
- Understanding how the legal environment influences the development of effective HRM systems
- Identifying and communicating HRM problems and solutions using research and critical thinking skills

### Course Materials

Lussier, R.N., & Hendon, J.R. (2013). Human Resource Management. Sage Publications. ISBN 978-1-4129-9242-8

*Harvard Business Review* articles—Students have free access to these articles using AU library resources. I will assign these articles throughout the semester and show you how to download them.

*Wall Street Journal* articles—I will either provide these articles in class or post them online.

### Course Evaluation

All course grades will be posted on Canvas. Please check your grades on a regular basis to make sure they match your records. Grades will not be curved and there is no room for grade negotiation. Students earn grades, they are not given based on special circumstances. If you are having problems doing well in this course, it is your responsibility to speak with me as soon as possible to discuss alternative study methods or strategies.

Exam One	19%	A	90-100
Exam Two	19%	B	80-89
Exam Three	19%	C	70-79
Exam Four	19%	D	60-69
Group Project	15%	F	0-59
Article Reviews	9%		
	100%		

### Course Structure/Housekeeping

We will be covering **A LOT** of material each class session. It is your responsibility to make sure that you are prepared for each class session. You should read the course material **BEFORE** class and be prepared to discuss it.

You will notice that several days are scheduled for “in-class activities.” I will use these days for case studies, relevant videos, completion of assessment tools, or to finish any uncovered lecture material.

Please turn off or silence all cell phones. Please arrive to class on time and let me know if you need to leave early. I do not mind if you use a laptop to take notes, but please make sure that you are actually taking notes and not distracting other students.

## ***Attendance Policy***

There is not an attendance policy for this class. Therefore, you will not be directly penalized for missing class. However, regular attendance is highly encouraged. Several of the questions for each exam will be drawn directly from the lecture material, case studies, and in-class activities. I **WILL NOT** accept articles or make-up work from students that miss class without an approved excuse.

## ***Group Project (15% of final grade)***

As a group (no more than 5 students per group), you will take the role of a consulting team to identify a specific human resource management problem (e.g., turnover, misalignment between HR practices and strategy, recruitment, etc.) and provide possible solutions for this problem. To accomplish this task, you must have access to current information about an organization (e.g., a group member is employed by the organization or a group member's relative is employed by the organization).

Your grade for this project will be based on (1) an 8-10 page written report (you can go over the page limit) and (2) a 15-20 minute summary presentation. The written report is due on the day of your scheduled presentation. The written report should include the following sections:

1. Title Page—The title page should include the paper's title and each team member's name.
2. Executive Summary—The executive summary should be a single spaced page that clearly states the problem and recommendations for dealing with the problem.
3. Introduction—The introduction should specifically address how the identified issue influences the organization. Why is it so important that the organization address this problem? What are some potential issues if they continue to ignore it? You might talk about legal implications, diversity issues, etc. if appropriate. It is appropriate to bring in outside sources (e.g., recent court cases, relevant statistics) in this section to emphasize the importance of the issue.
4. Discussion—The discussion section should include your recommendations for dealing with this problem. This section should be very detailed. For example, you need to discuss issues related to validity, reliability, cost, etc. where appropriate. You may also need to include specific cost estimates associated with your recommendation. For example, a group would need to estimate the cost of developing a recruitment website if this is the recommendation for improving recruitment effectiveness.
5. Conclusion—The conclusion should clearly communicate the take-home message. Why should the organization choose your team to address this issue?
6. References Cited—You **MUST** ensure that all sources are properly cited. I highly encourage you to use outside sources when preparing your report.

I have purposely made the requirements for this project vague. I want each group to imagine that they are competing for the job with other consulting firms. Therefore, you have the discretion to present the material that you think will “get you the job.”

Students are not expected to “dress-up” for these presentations. However, all presentations are expected to be completely professional. That is, each presentation should be well-organized, clear, succinct, and be comprised of reasonable content. Students should also be prepared to answer any questions from classmates and the instructor after the conclusion of the presentation. Groups are welcome to contact the instructor prior to the presentation to discuss any questions or concerns.

**All group members must participate during the presentation and speak for approximately equal amounts of time. In addition, groups should notify the instructor immediately if any group members do not “carry their weight” by contributing or participating in the project. Any “free loader” will be penalized in his or her project grade.**

You **MUST** turn in a 1 page proposal for this project on **February 11, 2014**. The proposal should include the organization that will be used for this project and preliminary thoughts regarding the issue/problem that will be addressed.

## ***Exams (76% of final grade)***

Four exams, including a final non-comprehensive exam, will be administered in class throughout the semester. Exam content will be comprised of text material, lecture/class discussion material, and video material. **It will not be possible to cover all chapter text during class; thus, students will be responsible for all assigned chapter text even if not covered by the instructor.** Moreover, each test will be comprised of a total of *approximately* 30-40 multiple-choice items covering 3-4 chapters. Responses to exam questions must be recorded with a No. 2 pencil on a scantron form. Exams will not be returned to students; however, exam grades will be posted on Canvas prior to the next class meeting, and students are welcome to review exams with the instructor during office hours. **Note: Be on time for exams. No student will be allowed to take an exam after another student has turned in his/her exam.**

**Makeup exams will be given exactly one week after the scheduled exam at 7AM. Additionally, students must provide a university approved excuse to take the a makeup exam.**

### ***Article Reviews (9% of final grade)***

I will post Wall Street Journal articles on Canvas throughout the semester. You are expected to read these articles before the next class session and prepare a short (1/2 page) review of the article. Additionally, several exam questions will come directly from the articles' content. I **WILL NOT** accept article reviews late unless they are accompanied by a university approved excuse.

### ***Special Accommodations***

Any student who, because of a disabling condition, may require some special arrangements in order to meet course requirements should contact the instructor immediately so that necessary accommodations may be made.

### ***Academic Honesty***

It is expected that each person will do his or her own work except where I explicitly authorize collaboration. Scholastic dishonesty on any of the assignments or exams will not be tolerated. Please speak with me immediately if you have questions about my expectations.

**TENTATIVE COURSE SCHEDULE \***

DATE	TUESDAY	DATE	THURSDAY
		1/9/14	<ul style="list-style-type: none"> <li>• Course Introduction</li> <li>• Syllabus overview</li> <li>• Questions</li> </ul>
1/14/14	Ch. 1—The New Human Resource Management Process	1/16/14	Ch. 2—Strategy Driven Human Resource Management
1/21/14	Ch. 2—Strategy Driven Human Resource Management continued	1/23/14	<ul style="list-style-type: none"> <li>• Group sign up</li> <li>• How to find appropriate research/professional articles</li> </ul>
1/28/14	Ch. 3—The Legal Environment and Diversity Management	1/30/14	Ch. 3—The Legal Environment and Diversity Management continued
2/4/14	<ul style="list-style-type: none"> <li>• In-class activities</li> <li>• Exam #1 Review</li> </ul>	2/6/14	<b>EXAM #1 (covering Chapters 1-3)</b>
2/11/14	<ul style="list-style-type: none"> <li>• Ch. 4—Matching Employee with Jobs</li> <li>• Submission of group project proposal</li> </ul>	2/13/14	Ch. 5—Recruiting Job Candidates
2/18/14	Ch. 6—Selecting New Employees	2/20/14	<ul style="list-style-type: none"> <li>• In-class activities</li> <li>• Exam #2 Review</li> </ul>
2/25/14	<b>EXAM #2 (covering Chapters 4-6)</b>	2/27/14	Ch. 7—Training, Learning, Talent Management, and Development
3/4/14	Ch. 8—Performance Management and Appraisal	3/6/14	Ch. 9—Rights and Employee Development
3/11/14	<b>NO CLASS SPRING BREAK</b>	3/13/14	<b>NO CLASS SPRING BREAK</b>
3/18/14	Ch. 10—Employee and Labor Relations	3/20/14	<ul style="list-style-type: none"> <li>• In-class activities</li> <li>• Exam #3 Review</li> </ul>
3/25/14	<b>EXAM #3 (covering Chapters 7-10)</b>	3/27/14	Ch. 11—Compensation Management
4/1/14	Ch. 12—Incentive Pay	4/3/14	Group Project Work Day
4/8/14	Ch. 13—Employee Benefits	4/10/14	Ch. 14—Workplace Safety, Health, and Security
4/15/14	Group #1, #2, #3 Presentations	4/17/14	Group #4, #5, #6 Presentations
4/22/14	Group #7, #8, #9 Presentations	4/24/14	<ul style="list-style-type: none"> <li>• Group #10 Presentation</li> <li>• In-class activities</li> <li>• Exam #4 Review</li> </ul>

**THE FINAL EXAM WILL TAKE PLACE AT 4:00 ON MAY 2**

\* The Professor reserves the right to alter this schedule, and will notify students in class and via e-mail. Students are responsible for applying such changes to their schedules.