Northern Marianas College  
CURRICULUM ACTION REQUEST

Effective Semester / Session: Fall 2006

Type of Action:

- New
- Modification
- Move to Inactive (Stop Out)
- Cancellation

Course Alpha and Number: MG 240

Course Title: Personnel/Human Resource Management

Reason for initiating, revising, or canceling:
This course guide is being modified to reflect changes in course content, assessment measures, learning outcomes, and the departmental name.

Proposer Date

Department Chair Date

English and Format Reviewer Date

Academic Council Chair Date

Dean of Academic Programs and Services Date
1. Department
   School of Business

2. Purpose
   This course prepares students for the dynamic field of Human Resource Management in terms of the basic concepts, methods, and theories. The changing character of the workforce, the modern philosophies of management, and the changing legal environment that affect government agencies and private businesses, large and small, are covered.

3. Description
   A. Required/Recommended Textbook(s) and Related Materials
      Readability level: Grade 12
   
   B. Contact Hours
      1. Lecture: 3 hours per week / 45 hours per semester
      2. Lab: None
      3. Other: None
   
   C. Credits
      1. Number: 3
      2. Type: Regular degree credits
   
   D. Catalogue Course Description
      This course provides students with the skills needed to manage people in the workplace. It includes a review of management theories, interpersonal skills needed for those who are or will be in management positions, and laws and policies that apply to the contemporary workplace. Prerequisite: MG 231. English Placement Level: EN093/094.
   
   E. Degree or Certificate Requirements Met by Course
      This is a required course for the A.A.S. degree in Business Administration with emphasis in Management, and Sales and Marketing.
F. Course Activities and Design
This course incorporates lectures, group discussions, audiovisual presentations, oral presentations, take-home assignments, group projects, research articles, guest speakers, quizzes, and a final exam.

4. Course Prerequisite(s); Concurrent Course Enrollment; Required English/Mathematics Placement Level(s)
Prerequisite(s): MG 231 – Introduction to Business.
English Placement Level: EN 093/094.
Math Placement Level: None.

5. Estimated Cost of Course; Instructional Resources Needed
Cost to the Student: Tuition for a 3-credit course and cost of textbook.
Cost to the College: Instructor’s salary.

Instructional resources needed for this course include computers and software, overhead projector, TV/VCR, videotaped programs, library books, photocopy machine, photocopy paper, chalk, chalkboard, whiteboard pens, and whiteboard.

6. Method of Evaluation
Students’ grades will be based on the regular letter grade system as described below:

A: Excellent – grade points: 4.0;
B: Above average – grade points: 3.0;
C: Average – grade points: 2.0;
D: Below average – grade points: 1.0;
F: Failure – grade points: 0.0.

NMC’s grading and attendance policies will be followed.
7. **Course Outline**

This is a topical outline and does not necessarily indicate the sequence in which the material will be presented.

1.0 Strategic Role of Human Resource Management
   1.1 Manager's HRM Jobs
   1.2 Strategic Planning and Trends
   1.3 HR's Strategic Role
   1.4 Plan for this text

2.0 Equal Employment Opportunity and the Law
   2.1 EEO 1964-1991
   2.2 EEO 1991-Present
   2.3 Defenses Against Discrimination Allegations
   2.4 Discriminatory Employment Practices
   2.5 EEO Enforcement Process
   2.6 Diversity Management and Affirmative Action Programs

3.0 Job Analysis
   3.1 Nature of Job Analysis
   3.2 Methods of Collecting Job Analysis Information
   3.3 Writing Job Descriptions
   3.4 Writing Job Specifications
   3.5 Job Analysis in a "Jobless" World

4.0 HR Planning and Recruiting
   4.1 Employment Planning and Forecasting
   4.2 Effective Recruiting
   4.3 Internal Sources of Candidates
   4.4 Recruiting a more Diverse Workforce
   4.5 Developing and Using Application Forms

5.0 Employee Testing and Selection
   5.1 Why Careful Selection is Important
   5.2 Basic Testing Concepts
   5.3 Types of Tests
   5.4 Work Samples and Simulations
   5.5 Other Selection Techniques
   5.6 Pre-employment Information Services
6.0 Interviewing Candidates
   6.1 Basic Features of Interviews
   6.2 What can Undermine an Interview's Usefulness
   6.3 Designing and Conducting the Effective Interview

7.0 Training and Development
   7.1 Orienting Employees
   7.2 The Training Process
   7.3 Traditional Training Methods
   7.4 Electronic Training
   7.5 Managerial Development and Training
   7.6 Evaluating the Training Effort

8.0 Managing Strategic Organizational Renewal
   8.1 HR's role in Organizational Change
   8.2 Managing Organizational Change and Development
   8.3 Instituting Total Quality Management Programs
   8.4 Creating Team-Based Organizations
   8.5 HR and Business Process Re-engineering
   8.6 Flexible Work Arrangements

9.0 Appraising and Managing Performance
   9.1 The Appraisal Process
   9.2 Appraisal Methods
   9.3 Appraising Performance: Problems and Solutions
   9.4 The Appraisal Interview
   9.5 The Role of Appraisals in Managing Performance

10.0 Managing Careers and Fair Treatment
    10.1 Basic of Career Management
    10.2 Managing Promotions and Transfers
    10.3 Career Management and Commitment
    10.4 Managing Fair Treatment
    10.5 Managing Dismissals

11.0 Establishing Strategic Pay Plans
    11.1 Determining Pay Rates
    11.2 Establishing Pay Rates
    11.3 Pricing Managerial and Professionals Jobs
    11.4 Compensation Trends
12.0 Pay for Performance and Financial Incentives
   12.1 Money and Motivation
   12.2 Incentives for Operations Employees
   12.3 Incentives for Managers and Executives
   12.4 Incentives for Salespeople
   12.5 Incentives for Other Professionals and Non-managerials
   12.6 Organization-wide Variable Pay Plans
   12.7 Developing more Effective Incentive Plans

13.0 Benefits and Services
   13.1 The Benefits Pictures Today
   13.2 Pay for Time not Worked
   13.3 Insurance Benefits
   13.4 Retirement Benefits
   13.5 Employee Services
   13.6 Flexible Benefits Program

14.0 Labor Relations and Collective Bargaining
   14.1 The Labor Movement
   14.2 Unions and the Law
   14.3 The Union Drive and Election
   14.4 The Collective Bargaining Process
   14.5 Grievances
   14.6 The Future of Unionism

15.0 Employee Safety and Health
   15.1 Why Employee Safety and Health are Important
   15.2 Occupational Safety Law
   15.3 Management Commitment and Safety
   15.4 What Causes Accidents?
   15.5 How to Prevent Accidents
   15.6 Employee Health: Problems and Remedies

16.0 Managing Global HRM
   16.1 HR and the Internationalization of Business
   16.2 Improving International Assignments Through Selection
   16.3 Training and Maintaining International Employees
   16.4 Strategic HR
8. **Instructional Goals**
   This course will introduce students to:
   
   1.0 The definition of human resource management and how it relates to the management process;
   
   2.0 Understanding employment discrimination problems and the laws that govern discrimination;
   
   3.0 The nature of job analysis, including what it is and how and it used;
   
   4.0 The main techniques used in employment planning and forecasting;
   
   5.0 The overall employee selection process from testing to selection;
   
   6.0 The main types of selection interviews and factors that affect their usefulness;
   
   7.0 The basic training process and identifying training requirements;
   
   8.0 The steps involved in the change process and methods for reducing employee resistance to change;
   
   9.0 The appraisal process and problems to avoid in appraising performance;
   
   10.0 The basics of career management including promotions, transfers and dismissals;
   
   11.0 The basic factors used to determine pay rates;
   
   12.0 The main incentives for operations employees;
   
   13.0 The main pay-for-time-not-worked benefits including insurance, service and retirement benefits;
   
   14.0 The history and processes of the American labor movement;
   
   15.0 Providing a safer environment for employees; and
   
   16.0 More effectively managing international HR-related tasks.
9. **Student Learning Outcomes**
   Upon successful completion of this course, students will be able to:

1.0 Demonstrate an understanding of HRM and its relationship to the overall management process;

2.0 Demonstrate an understanding of employment discrimination problems and the laws that govern discrimination;

3.0 Demonstrate an understanding of the nature of job analysis;

4.0 Describe the characteristics and dimensions of the main techniques used in employment planning and forecasting;

5.0 Explain the overall employee selection process from testing to selection;

6.0 Describe the main types of selection interviews and factors that affect their usefulness;

7.0 Describe the basic training process and how to identify training requirements;

8.0 Demonstrate an understanding of the steps involved in the change process and the methods used for reducing employee resistance to change;

9.0 Explain the criteria for the appraisal process and the problems to avoid in appraising performance;

10.0 Explain the basis of career management and the processes for promotions, transfers and dismissal;

11.0 Describe the basic factors used to determine pay rates;

12.0 Explain the main incentives for operation employees;

13.0 Describe the main pay-for-time-not-worked benefits, including insurance, service and retirement benefits;
14.0 Explain the history of the American labor movement and its impact on American business;

15.0 Describe the factors involved in providing a safer working environment for employees; and

16.0 Explain how HRM can more effectively manage international HR-related tasks.

10. **Assessment Measures**
Assessment of student learning may include, but not be limited to, the following:

1.0 Periodic testing to assess the students' understanding of Human Resource Management concepts and their abilities to use critical thinking skills in the application of these concepts to real-world local and global issues;

2.0 Writing assignments that examine specific HRM issues;

3.0 Small group discussions that explore different HRM perspectives on various employment issues; and

4.0 A research paper that explores HRM global issues as they relate to the U.S. Pacific territories.