Spring 2-1-2003

MGMT 344.01: Human Resource Management

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Of the many factors cited as contributing to the effectiveness of modern organizations, the human element (human capital) is clearly the most critical. Regardless of the size or nature of an organization, the activities it undertakes and the environment in which it operates, its success is determined by the decisions its employees make and their behaviors, particularly as they affect customers. Value added increasingly relates to the quality of the work or service, which translates to “people activities.”

Managers are becoming much more cognizant of the fact that a critical source of competitive advantage often comes not from having the most ingenious product design or service, the best marketing strategy, the most state-of-the-art technology, or the most savvy financial management, but from having the appropriate systems for attracting, motivating and managing the organization’s people.

The function of managing people was traditionally considered just that—a separate functional area, usually called “personnel.” The contemporary perspective, and one that we will emphasize in this course, is that all managers and supervisors, regardless of the function in which they specialize, are human resource managers. Furthermore, no manager can expect to advance within his or her organization and career unless he or she can effectively manage people toward meeting divisional and organizational goals.

Despite the fact that managers in many organizations recognize the importance of effective people management, managing an organization’s human assets is often one of the most neglected functions in organizations. Many technical specialists lack the training and skills to handle human issues while others are swamped with technical matters, leaving them little time to devote to people issues.
This course is not intended to turn you into HR practitioners or experts on the technical aspects of HR. We are taking a general management perspective toward the management of human resources and therefore will cover the main content areas of HR but not get into highly technical areas of concern to human resource professionals.

Instead, we will explicitly adopt the perspective of the general manager and address human resource topics from a strategic perspective. When we discuss topics such as selection, performance appraisal, training and compensation, our perspective will be twofold:

- How choices in these areas relate to the organization’s strategic objectives and can impact company performance and
- The role that you as a manager can/should play in implementing effective HR systems and processes in your organization

Course Goals and Objectives

1. To provide you with an understanding of key human resource practices in today’s organizations and how human resource management “fits” with other functional areas and corporate strategy.
2. To help you build critical thinking skills by analyzing how human resource practices can (and must!) support an organization’s strategic objectives and enhance long-term financial performance.
3. To help you understand the manager’s role in an organization’s human resource arsenal
4. To help you gain insights into how to manage people more effectively in a variety of organizational settings and situations
5. To help you apply your understanding of human resource practices to your own job and career planning.
6. To develop your skills in problem solving and analysis, written and oral communication, and teamwork.

Learning Environment:

This class will be far more interesting for all of us if you come to class prepared (having read the assignments INCLUDING ALL THE INTRODUCTORY CASE MATERIAL AND THE END OF CHAPTER CASE MATERIAL) and eager to participate actively in class discussion. Most (probably all) of you have work experience, which means human resource experience, so you have examples to share. If you need an accommodation due to a disability that may interfere with learning in this class, please discuss your needs with me right away.
Class participation and contribution will be measured by what you do in class: do you ask questions, make comments or observations, share experiences, and are you there for important in-class activities? Besides coming to class prepared, I expect you to attend class and to be on-time. **Think about coming to class as if it were a job:** your employer expects you to be on-time and to be professional as well as **fully engaged** while you are at work.

(Note: this book is very up-to-date and has excellent on-line supplemental materials. USE www.prenhall.com/dessler to help you review for tests, understand the readings, etc.).

**Assignments:**

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<tr>
<th>MONDAY</th>
<th>WEDNESDAY</th>
<th>FRIDAY</th>
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</thead>
<tbody>
<tr>
<td>1/26 Introduction to the course</td>
<td>1/28 Chapter 1 (Strategic HR)</td>
<td>1/30 In-class assignment: HR issues</td>
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<tr>
<td>2/2 Chapter 2: Equal Opportunity</td>
<td>2/4 Chapter 2</td>
<td>2/6 Sexual Harassment/Cases</td>
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<td>2/9 Chapter 3: Jobs</td>
<td>2/11 Chapter 3 cont’d</td>
<td>2/13 Chapter 4: HR Planning/Recruiting</td>
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<td>2/16 President’s Day: No Class</td>
<td>2/18 Assignment: Recruitment Ad</td>
<td>2/20 Test: Chapters 1, 2, 3, 4</td>
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<td>3/1 Chapter 6: Interviewing</td>
<td>3/3 Chapter 7: Training/Development</td>
<td>3/5 Chapter 8: Organizational Renewal</td>
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<tr>
<td>3/8 “100 Best” Assignment Due</td>
<td>3/10 “100 Best” Continued</td>
<td>3/12 Career Services</td>
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<tr>
<td>3/15 Test: Chapters 5, 6, 7, 8</td>
<td>3/17 Chapter 9: Performance Appraisals</td>
<td>3/19 Performance Management</td>
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Spring Break: 3/29—April 2

4/5 Chapter 10: Corrective Action
4/7 Chapter 11: Compensation
4/9 Assignment: Internet Compensation
4/12 Chapter 12: Pay for Performance
4/14 Chapter 12
4/16 Test: Chapters 9, 10, 11, 12
4/19 Chapter 13: Benefits
4/21 Chapter 13
4/23 Chapter 14: Unions
4/26 Assignment: Current Strikes
4/28 Chapter 14: ADR/Grievances
4/30 Chapter 15: Safety
5/3 Chapter 15: Health
5/5 Chapter 16: Global
5/7 Chapter 16: Global

5/10—5/14 Finals Week—Test: Chapters 13, 14, 15, 16

Assignments: As each assignment approaches, I will give more detailed instructions for each assignment.

If you fail to turn in an outline at the beginning of class before the discussion, you will receive ZERO CREDIT FOR THE ASSIGNMENT. If you are going to miss class, the assignment is due BEFORE the start of class. THERE WILL BE NO EXCEPTIONS out of fairness to your other class members!!

Grading:

Tests: 4 tests are worth 50 points each; you may drop the lowest test score. Total for tests: 150 points
There are NO make up tests! If you miss a test, that score will be the one you drop.

Assignments:

1/30: HR Issues: go on-line and type in a topic of interest related to work/employees; bring to class a brief summary of the issue, what you learned about it, source (contribution points)
2/18: Recruitment Ad (5 points: A=5; B=4, C= 3; D=2; F=0)

2/27: Resume and Cover Letter and Critique (15 points total, 5 points/each)

3/8: 100 Best Companies (5 points)

3/26: To be announced (5 points)

4/9: Compensation research (5 points)

4/26: Union strikes (5 points)

**Contribution Points: 10 (determined based on in-class discussion, attendance, and other special assignments)**

Don’t take these in-class assignments lightly. Note that their total along with contribution points is worth a test grade! You will also be expected to discuss the in-class assignments and may be called upon randomly to maximize total class participation.

**Grand total: 150 test points; 50 assignment/contribution points**