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MGMT 344.01: Human Resource Management

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MGMT. 344 (Fall 2002) Dr. Lynda L. Brown
Human Resource Management

Credits: 3 hours

Class time: 11:10-12; 12:10-1 MWF

Room GBB

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Course Overview and Framework

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.

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) 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.

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.

9/4, 9/6	Introduction to Human Resources	Chapters: 1
9/9,9/11,9/13	Equal Employment Opportunity	2
9/16, 9/18, 9/20	Job Requirements/Design of Organizations	3
9/23, 9/25, 9/27	Human Resource Planning and Recruitment	4
9/30, 10/2, 10/4	Selection (Note: 10/2 is Career Fair and required)	5
10/7, 10/9, 10/11	Training and Development	6, 7
10/14, 10/16, 10/18	Appraising and Improving Performance	8
10/21, 10/23, 10/25	Compensation and Incentives	9, 10
10/28, 10/30, 11/1	Benefits	11
11/11, 11/13, 11/15	Holiday 11/11 no class; Health and Safety	12
11/18, 11/29, 11/22	Employee Rights and Discipline	13,14
11/25, 11/27, 11/29	Labor Relations; Thanksgiving Holiday	14,15

12/2, 12/4, 12/6	Collective Bargaining and Contract Administration	15
12/9, 12/11, 12/13	International HR Mgt.; High Performance Work Systems	16, 17
12/17, 12/18	Exam week	

Grading:	I.	Exam: Chapters 1-4	100 points	9/27
	II.	Exam: Chapters 5-8	100 points	10/21
	III.	Exam: Chapters 9-12	100 points	11/18
	IV.	Exam: Chapters 13-17	100 points	12/17, 12/18
	V.	Class Assignments:*	100 points	as assigned

Grading: 90—100 A 80—89 B 70—79 C 60—69 D 59 or below F

*Assignments: there will be a number of short assignments for you to turn in. Most of these will be graded on a scale of 0—2—4: 0 = does not meet expectations; 2 = meets expectations; 4 = exceeds expectations. These assignments will constitute a total of 100 points toward the 500 total for the class. You are also expected to read any cases in the text and be prepared to discuss them if called upon in class.