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MBA 645.01: Contemporary Issues in Human Resource Management

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Cotemporary Issues in Human Resources Management

Text: Harvard Business Review On Managing People, Harvard Business School Press (1999).

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IMPORTANT NOTE: THIS CLASS IS ONLY 5 WEEKS LONG. COME PREPARED THE FIRST NIGHT BY READING FOR WEEK 1 SO WE CAN EFFECTIVELY COVER THE MATERIAL.

In its review of our selected text, the Harvard Manager's Bookshelf describes *Managing People* as a collection of articles addressing how to build organizations with "judicious and effective systems for managing people." Management 645 will use the HBR articles and other assignments as a springboard for exploring ways in which organizations can improve the quality of worklife, create learning organizations, and help the organization maintain profitability and productivity through strategic management of its important people assets. Day-to-day management practices augmented by institutional human resource practices will be the focus of reading and discussion.

A critical part of this class will be student participation. All students are expected to **read** the assigned readings in preparation for each class and **be prepared to discuss** the readings and **relate** them to their own experiences in the world of work. Note: I am updating these assignments from recent journal articles so there may be substitutions before the start of class.

Week I: Introduction to class. Topics: Culture; Diversity
Required reading: *What Holds the Modern Company Together? Making Differences Matter: A New Paradigm for Managing Diversity*

Week II: Topic: The Changing Nature of Work and its Impact on Organizations and the Way We Manage
Required reading: *The Alternative Workplace: Changing Where and How People Work*

Week III: Topics: Servant Leadership; Emotional Intelligence (EQ); Empowerment
Required reading: *Emotional Intelligence* (provided); *Pygmalion in Management*; *Empowerment: The Emperor's New Clothes*

Week IV: Topic: Productivity; Managing Performance; Workplace Commitment
Required reading: *Work and Life: The End of the Zero Sum Game* (provided); *The Set Up to Fail Syndrome*

Week V: Topics: Communication; The Role of Compensation; Tying it All Together

Required reading: *The Necessary Art of Persuasion; Six Dangerous Myths About Pay*

Grading:

- To even be considered for an A, you will be expected to actively participate in discussions. Due to the class's duration of only five weeks, to be considered for a B, you are expected to attend class every week. If that presents a problem, please discuss it with me immediately.
- 40%--in-class presentation of readings. You will be expected to summarize two readings and make a brief presentation in class. (This assignment is subject to change.)
- 75%--a take-home final exam (3 essay questions requiring you to assimilate the required readings). Exam due: 8:00 a.m. Monday Dec.16 (even earlier is appreciated).