Syllabi   Course Syllabi

9-2003

MBA 640.01: Human Resource Management

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September 3, 2003

MBA 640 – HUMAN RESOURCE MANAGEMENT
FALL 2003
Maureen Fleming, Ph. D.

TEXT: De Nisi, Angelo & Ricky Griffin. Human Resource Management, Houghton Mifflin, Boston, 2001.

REQUIRED READINGS:

Wall Street Journal
Time, Newsweek, U. S. News & World Report, or *The Economist*
Business Week, Fortune

OFFICE HOURS: Tuesday 10:15-11:45, Wednesday 10:15-11:45 or by appointment
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HOME PHONE: 549-7901

PURPOSE AND OBJECTIVE:

The purpose of this course is to provide you with opportunities to improve your ability to make human resource decisions in a variety of organizational situations. Students are required to analyze, discuss, and make recommendations and decisions based on available facts and information consistent with sound business and management concepts. The course should enable you to:

1.   Apply human resource knowledge in an analytical manner.
2.   Develop an understanding of the personnel/human resource literature.
3.   Improve organizational problem solving ability--make effective human resource decisions.
4.   Experience "real world" human resource problems.
5.   Improve oral presentation ability.
6.   Improve written communication ability.
7.   Improve ability to work as part of a group.

CLASSROOM PROCEDURE:

The class will be run as a seminar to the extent possible. You are expected to actively participate during class discussion. In order for you to participate, you are expected to read the assignments on a regular basis and to do necessary library research in order to be informed about the assigned topic.

CURRENT EVENTS:

For each class, you are to read current business periodicals to find something current happening in business about a topic to be discussed. Once you find a relevant article, copy it, read it, bring it to class. You must turn in the copy as well as be able to discuss it in class.

CLASS ABSENCE:

You are expected to attend each class meeting. If you miss class, within one week complete the class assignments and turn them in to me.

GRADES:

1 Best Companies Analysis	100
1 HR plan	100
1 research project	100
TOTAL	300 Points

A = 94% - 100%
B = 86% - 93%
C = 78 – 85%
F = < 77%

LATE PAPERS ARE NOT ACCEPTED

CLASS SCHEDULE

Date	Readings	In-class Activities	Assignments Due
SEPT 8	**Ch. 1: The Nature of HRM** Enterprise Case Ethical Dilemmas **Ch. 2: The Strategic HR Environment** Building HR Skills Chaparral Steel Case Ethical Dilemmas	**Internet Exercise:** Chapter 2	
SEPT 10	**Ch. 4: The Global Environment** Building HR Skills International Mergers Case Ethical Dilemmas	**Internet Exercise:** Chapter 4	
SEPT 15	**Ch. 5: HR Planning** Dept. CEO Case Ethical Dilemmas **Ch. 6: Recruiting HR** Building HR Skills (bring job ads to class) Recruiters Edge Case Ethical Dilemmas		
SEPT 17	**Ch. 7: Selecting and Placing** Building HR Skills Ethical Dilemmas High Risk Case 6:30 Pizza with Board of Investment Trustees (home of Maureen Fleming and Ray Murray – directions attached)		**RESEARCH PROJECT PROPOSAL DUE**
SEPT 18	**2:00 p.m. GBB 201: World of Investments (Deep Value)** Bruce Campbell, Pyrford Investments, London, England – **ATTENDANCE MANDATORY**		
SEPT 22	**Ch. 8: Performance Management** Building HR Skills Ethical Dilemmas Performance Review Case **Ch. 9: Training and Development** Building HR Skills Ethical Dilemmas Boeing Case		
SEPT 23	**2:00 p.m. GBB 201: Intro to Branding Yourself** Professor Campbell – **REQUIRED**		
SEPT 24	**Ch. 10: Career Planning & Development** Building HR Skills Ethical Dilemmas Case on Multiple Career Paths		
SEPT 25	**2:00 p.m. GBB 201: Resumes** Professor Campbell - **REQUIRED**		
SEPT 29	**NO CLASS**		
OCT 1	**Career Fair – attendance is REQUIRED**		
OCT 6	**RESEARCH PRESENTATION**		**RESUME DUE** **ONE PAGE REPORT ON CAREER FAIR DUE**
OCT 8	**RESEARCH PRESENTATION**		**RESEARCH PROJECT DUE**
OCT 13	**RESEARCH PRESENTATION**		
OCT 15	**RESEARCH PRESENTATION**		

OCT 20	**Ch. 11: Basic Compensation** Building HR Skills – Use your own employer Ethical Dilemma Walmart-GM Case **Ch. 12: Incentives & Performance Based Awards** Building HR Skills Ethical Dilemma Continental Case	**Internet Exercise:** Chapter 11	
OCT 22	**Ch. 13: Employee Benefits and Services** Case; Dilemma **Chapter 14:** Case; Ethical Dilemma	**Internet Exercise:** Chapter 13	
OCT 27	**Discussion of companies**		**BEST COMPANIES ANALYSIS DUE**
OCT 29	**Ch. 15: Managing the Work Environment** Building HR Skills Ethical Dilemma Georgia Pacific Case **Ch. 16: Managing the Diverse Work Force** Building HR Skills Ethical Dilemma Case: The Avon Way		
NOV 3	**Ch. 17: Managing New Employment Relations** Building HR Skills Ethical Dilemma Case: Temps		
NOV 5	**Discussion of plans**		**HR PLAN DUE**

PLEASE KEEP A COPY OF EVERYTHING THAT IS GIVEN TO THE INSTRUCTOR.

HR PLAN

Develop an HR plan for a company of 50-150 employees. Assume there is no plan in place. Include a brief outline of what is needed. 5-7 pages in length – brevity and clarity will be key factors in grading. Paper due November 5.

RESEARCH PROJECT

Your mission is to investigate a contemporary problem or issue facing managers involving the human element of the organization. Your subject should not be a topic conventionally covered in textbooks or the literature (such as how to motivate employees, flexible benefit plans, work / family issues, etc.) but rather an area that is less developed in both management literature and practice and still presents formidable challenges to those individuals and organizations attempting to manage it.

You should start by consulting periodical literature to determine what research has been done on the topic and its findings. In addition you should do some original field research by investigating first-hand how several organizations are attempting to manage the issue and the consequences of these action. In a nutshell, your investigation should explain the nature/sources and full extent of the problem and its consequences and examine how a variety of individual managers and/or organizations are dealing with the problem or issue, how successful these attempts appear to be, and general implication of your findings for managers.

You must develop a model which explains the issue and make recommendations for how different organizations might best deal with the issue.

You are free to choose any topic which interests you and fits the above guidelines, pending my approval. Below is a list of some possible topics.

> The Design and Implementation of HR Information Systems
> Managing A Volunteer Labor Force
> The Roles and Uses of Temporary Employees and Work Forces
> HR Strategies In Mergers and Acquisitions
> Employee Stock Ownership Programs
> HR Issues In Entrepreneurial Firms
> CEO Compensation
> Managing HR In Service Organizations
> Management of Professionals
> Team-Based Compensation: Issues, Problems and Successes
> HR Strategies In Nonprofit Organizations

The above are merely representative sample topics. You should feel free to propose any topic that you find particularly interesting or exciting and relevant to the course. You should also feel free and are encouraged to investigate any of these topics from a cross-cultural perspective by which you compare your own field research to secondary research done on the same topic in another cultural setting/country.

By **September 17** you should submit a brief proposal outlining your topic, what you hope to find out about it, and your methodology for investigation the topic. This proposal should be as specific as possible and will serve as your foundation in the project. Deviations from it are possible, pending your research, but should be cleared through me.

Your final written paper should present a very thorough investigation, analysis, and discussion of your topic and be no more than 5 pages including executive summary and bibliography. If you cite references or quotes from other people, be sure to reference them in your text and include them in your bibliography, which should be arranged in a standard format.

This paper will be due in class on **October 8**. You must include an executive summary.

In proceeding with this assignment, please feel free to consult me regarding any issues, problems, early findings, etc. that concern you. I believe that with judicious topic selection you not only will enjoy this assignment but will also have the opportunity to sharpen a number of critical management skills.

You will present your executive summary in class beginning **October 6**. You will have no more than 5 minutes to present the summary. You should dress as you would for a job interview.

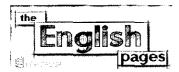## BEST COMPANIES ANALYSIS   100 points

Every year, Fortune Magazine reports on the top 100 best companies to work for. You can find the list on the web or in the actual magazine article. Choose two (2) companies that are very different from each other and read about them. Compare and contrast them in terms of HR practices, culture, mission, etc. What are their keys to success? In other words, how did they get on the list? How would you describe their "people" strategy? What is the "latest" on them (any scandals, problems financially, a merger or acquisition, etc.)? Basically present a case analysis on why these two companies made the list and what about their HR practices seems to be working well.

Due Date: October 27
What is required: a well-written paper (5-10 pages). Discussion in class.

the **English** pages

How Can I Establish the Credibility of the Source?

When you venture onto the Internet highway, you will tread a fine line between scholarly materials and junk. That's why some instructors discourage the use of Internet sources. However there is some magnificent material on the Web, and you should not ignore it. Find the scholarly sites if you can, such as those for the American Philosophical Association (http://www.oxy.edu/apa.html) or the National Institutes of Health (http://www.nih.gov). If you cannot determine the validity of the source, give your readers your best estimate of the scholarly value of the source. For example, the citation immediately below provides key information for the reader:

> The UCLA Center for Communication Policy, which conducted an intensive study of television violence during 1995, has advised against making the television industry the "scapegoat for violence" by advocating a focus on "deadlier and more significant causes: inadequate parenting, drugs, underclass rage, unemployment and availability of weaponry" (UCLA Television Violence Report 1996).

The passage above identifies the reputable organization that conducted this "intensive" study.

Here's another example:

> John Armstrong, a spokesperson for Public Electronic Access to Knowledge (PEAK), states:
> As we venture into this age of biotechnology, many people predict gene manipulation will be a powerful tool for improving the quality of life. They foresee plants engineered to resist pests, animals designed to produce large quantities of rare medicinals, and humans treated by gene therapy to relieve suffering.

The passage above connects the speaker to the professional organization he represents.

To learn more about the source of an Internet article, as in the case immediately above, learn to search out a home page. The address for Armstrong's article is http://www.peak.org/~armstroj/america.html#Aims, but by truncating the address to http://www.peak.org/ you can learn about the organization that Armstrong represents.

If you are not certain about the credibility of a source, that is, it seemingly has no scholarly or educational basis, make a choice: (a) do not cite it or (b) describe the source so that your readers can make their own judgments:

> An Iowa non-profit organization, the Mothers for Natural Law, says— but offers no proof—that eight major crops are affected by genetically engineered organisms—canola, corn, cotton, dairy products, potatoes, soybeans, tomatoes, and yellow crook-neck squash ("What's on the Market").

Consult Usenet news groups with a critical eye. Anybody can publish through a news group so you might have unreliable material posted next to very authoritative and well-documented articles. Sometimes a Usenet group will have a moderator who screens the material that appears at the site, but even then the sources will be uneven in authenticity and accuracy. Having said this, we must admit that Usenet will often provide you with a fascinating thread of discussion on a single topic. You will be exposed to diverse voices with a full range of opinions, some highly subjective and others sober and objective. The whole of the debate can give you focus; the best of the sources will be the ones to cite in your text.

A Listserv program is an email network devoted to a focused topic. It is similar to Usenet in that various people, some novices and some experts, chat about the subject. Discussing the topic outside the classroom setting will place the issues in a larger context. Thus, you can learn something by reading and even participating in the email discussions and debates. However, you must cite from these sources

with care. Look at the email address to see if the person is affiliated with a university or government organization. Read critically. Weigh the evidence of one source against that of another. Use caution in making judicious selections. A knee-jerk acceptance of questionable material might damage your paper. Finally, comments by members of chat groups where participants do not use their real names should be avoided in a serious research paper.

Citing Electronic Sources in APA Style
Titles of books, journals, and volume numbers may be shown either in italics or with underlining.

Abstract
Luh, K. E., & Gooding, D. C. (1999). Perceptual biases in psychosis-prone individuals [Abstract]. Journal of Abnormal Psychology, 50. Retrieved August 21, 1999, from the World Wide Web: http://www.apa.org/journals/abn/5999ab.html#10

Advertisement
Dessey Creations. (1999). Butterfly in Miami [Advertisement]. Retrieved August 24, 1999, from the World Wide Web: http://www.butterflyinmiami.com/add1.htm

Anonymous Article
Health-care inflation: It's baaack! (1999, March 17). Business Week. Retrieved August 28, 1999, from the World Wide Web: http://www.businessweek.com/1997/11/b351852.htm

Archive or Scholarly Project
A general reference can be made in your text:
Reference to a specific article in the archives will be made in the bibliography:
Alicke, M. D., LoSchiavo, F. M., Zerbst, J. L., & Zhang, S. (1997). The person who outperforms me is a genius: Maintaining perceived competence in upward social comparison [Abstract]. Journal of Personality and Social Psychology, 73, 781-789. Retrieved September 12, 1999, from the World Wide Web: http://www.psych.purdue.edu/~esmith/ arcpaps.html

Article from a Scholarly Journal
Miller. B. A., Smyth, N. J., & Mudar, P. J. (1999). Mothers' alcohol and other drug problems and their punitiveness toward their children. Journal of Studies on Alcohol, 60(5), 632-642. Retrieved September 28, 1999, from the World Wide Web: http://www.ncbi.nlm.hih.gov.htbin

Cartoon
Adams, S. (1999, August 15). The pointy-haired boss wants to see you. Dilbert. Retrieved August 24, 1999, from the World Wide Web: http://umweb2. unitedmedia.com/comics/dilbert/ archive/ cal-35.html

Chapter or Portion of a Book
Often, sections and chapters of larger works will have their own URL, so you can send your reader directly to the part cited rather than the home page or title page:
Moghaddam, F. M., & Studer, C. (1997). Cross cultural psychology: The frustrated gadfly's promises, potentialities and failures (Chapter 12). In D. Fox & I. Prilleltensky (Eds.), Critical psychology: An introduction. Retrieved September 15, 1999, from the World Wide Web: http://www.uis.edu/~fox/ critpsy/book3.html

Database
Bowles, M. D. (1998). The organization man goes to college: AT&T's experiment in humanistic education, 1953-60. The Historian, 61, 15+. Retrieved August 24, 1999, from DIALOG on-line database (#88, IAC Business A.R.T.S., Item 04993186)

Database, CD-ROM
For a full-text article found on CD-ROM, use the following form:
Wakschlag, L. S., & Leventhal, B. L. (1996). Consultation with young autistic children and their families. Journal of the American Academy of Child and Adolescent Psychiatry, 35, 963-65. Retrieved August 24, 1999, from INFOTRAC database (Expanded Academic Index, CD-ROM, Item A18486937)

Wessel, D. (1995, February 2). Fed lifts rates half point, setting four-year high. Wall Street Journal, p. A2+. Retrieved August 24, 1999, from UMI-ProQuest database (Wall Street Journal Ondisc, CD-ROM, Item 34561)

If you cite from the abstract only, use this form:
Figueredo, A. J., & McCloskey, L. A. (1993) Sex, money, and paternity: The evolutionary psychology of domestic violence. Ethnology and Sociobiology, 14, 353-79. Abstract retrieved August 14, 1999, from Silverplatter database (PsychLIT, CD-ROM, Item 81-3654)

For an encyclopedia article on CD-ROM, use the following form:
"Abolitionist Movement." Compton's Interactive Encyclopedia, CD-ROM. Softkey Multimedia. 1996.

Database Online
Coleridge, Samuel Taylor. (1999). Retrieved August 19, 1999, from Encylopaedia Britannica Online (Vers. 99.1, 1994-1999) on the World Wide Web: http://eb.com/bol/topic?eu%136&sctn=1

Lee, C. C. (1998). The South in Toni Morrison's Song of Solomon: Initiation, healing, and home [Abstract]. Studies in the Literary Imagination, 31, 109-23. Retrieved September 19, 1999, from FirstSearch database (#BHUM99007521, Humanities Abstracts) on the World Wide Web: http:// firstsearch.oclc.org/next=NEXTCMD

Email
Cite email as you would a personal communication in your text, not in your bibliography. Provide initials as well as a specific date:
W. A. Walters (personal communication, September 11, 1999) stated that. . .

Encyclopedia Online
Coleridge, Samuel Taylor. 1999. Retrieved August 19, 1999, from Encyclopaedia Britannica Online (Vers. 99.1, 1994-1999) on the World Wide Web: http://www.eb.com/bol/topic?eu=25136&sctn=1

ERIC Database
America's children: Key national indicators of well-being. (1999). Federal Interagency Forum on Child and Family Statistics. Retrieved September 15, 1999, from ERIC database (ED 427897): http://ericir.syr.edu/plweb-cgi /fastweb

Film, Video, or Film Clip
A light still bright: Video on the ecumenical patriarchate of Constantinople. (1996). The History of the Orthodox Christian Church. Retrieved September 11, 1999, from the World Wide Web: http://www.goarch.org/goa/ departments/gotel/online_videos.html#LIGHT

FTP, Telnet, and Gopher Sites
Kranidiotis, A. A. (1994, June 7). Human audio perception frequently asked questions. Human Audio Perception Discussion Group [On-line serial]. Retrieved March 11, 1997, from: ftp://svr-ftp.eng.cam.ac.uk/pub/com. speech/ingo/HumanAudioPerception

Home Page for a Web Site
Since you are not citing a specific article, you can refer to home pages in your text, not in the bibliography.
Links to several professional sites are listed at the home page of Frank M. LoSchiavo (http://www.netreach.net/!losh)

Interview
Strassman, M. (1998). Is journalism dead? [Interview with P. Hamill, author of New is a verb.] BookRadio. Retrieved August 24, 1998, from the World Wide Web: http://www.bookradio.com/

Journal Article
See "Article from a Scholarly Journal."

Letter
Strickland, R. A. (1999, August 22). [Letter to the editor]. New York Times on the Web. Retrieved August 24, 1999, from the World Wide Web: http://www.nytimes.com/yr/mo/ day/letter/1stric.html

Linkage Data (an accessed file)
What happens to recycled plastics? (1996). Lkd. Better World Discussion Topics at Recycling Discussion Group [On-line serial]. Retrieved June 18, 1997, from the World Wide Web: http://www.betterworld.com/BWZ/9602/learn.htm

Magazine Article Online
"People: Your Greatest Asset." (1999). Human Resources. Retrieved September 11, 1999, from the World Wide Web: http://home.netscape/business/humanresources .html

Manuscript
Ganus, J. (1999). In the clouds of Isnos: Prologue [Manuscript]. Retrieved September 29, 1999, from the World Wide Web: http://www.xenosbooks.com/isnos.html

Map
Upham, W. P. (1866). Map of Salem village. Witchcraft in Salem Village. Electronic Text Center. U of Virginia. Retrieved September 15, 1999, from the World Wide Web: http://etext.lib.virginia.edu/salem/ witchcraft/map.htm

MOO, MUD, and Other Chat Rooms
Virtual conference on Mary Shelley's The Last Man. (1997, September 13). Villa Diodati at EmoryMOO [On-line serial]. Retrieved August 24, 1999, from the World Wide Web: http://www.rc.umd.edu/villa/vc97/Shelley_ 9_13_97.html

Newsgroup, Usenet News, Forum
Anders, J. (1997, February 21). Global warming/climate change: A new approach. Institute of Marine Research. Retrieved March 11, 1999, from Usenet: cgi-bin/news?msg@44430/sci. environment/330DE368.4CCS@imr.no

Newspaper or Newsletter Article, Column, or Editorial
Weisman, S. R. (1999, August 22). A debate over wealth, virtue and justice. New York Times on the Web. Retrieved September 11, 1999, from the World Wide Web: http://www.nytimes.com/yr/mo/day/editorial/wwSun3.html

Alessi, N. (1998, January). From hobbyists to professionals: Our destiny. The Psychiatric Society for Informatics Newsletter, 2, 1, 7. Retrieved September 14, 1999, from the World Wide Web: http://www.psychinformatics.org/ newsletter/index.html

Online Posting for Email Discussion Group
Camilleri, R. (1997, March 10). Narrative biography. H-Rhetoric [On-line serial]. Retrieved March 11, 1998, from email: H-RHETOR@msu.edu

Photo, Painting, or Sculpture
Farrar, R. (1999). Windsor castle [Photograph]. Retrieved August 24, 1999 from the World Wide Web: http://jrfarrar.demon. co.uk/town/tll.htm

Gold shield, African coast [African sculpture]. (1997). U of Pennsylvania Museum. Retrieved August 24, 1999, from the World Wide Web: http://www.sas.upenn.edu/African_ Studies/sculpture/gdsld_akan.gif

Report
Watkins, R. E. (1992). An historical review of the role and practice of psychology in the field of corrections (Report No. R-28). Correctional Service of Canada. Retrieved September 12, 1999, from the World Wide Web: http://www.csc-scc.gc.ca/crd/reports/r28e/r28e.htm

Serial
Frank, L. (1997, March 5). Worker: "I didn't get that at home." Investigation into illnesses around the nation's nuclear weapons sites [On-line serial]. Tennessean.com. Retrieved September 15, 1999, from the World Wide Web: http://www.tennessean.com/special/oakridge/part3/fram/shtml

Sound Clip or Recording
McCarthy, J. (1999, August 24). Turkey. All Things Considered. NPROnline. Retrieved August 24, 1999, from the World Wide Web: http://search.npr.org/cf/cmn/pcmnpd01fm.cfm ?PrgDate/20/1999+prg1D=2

Web Site, General Reference
As long as you are not citing a specific article but merely making reference to a site, provide the address in your text, not on the bibliography.
Further information about this program can be found at the Web site for the Department of Psychology at the University of Wisconsin-Parkside (http://www.uwp.edu/academic/psychology).

Working Paper
Andrade, G., & Stafford, E. (1999). Investigating the economic role of mergers. Harvard Business School of Working Papers 1999-2000. Retrieved August 24, 1999, from the World Wide Web: http://www.hbs.edu/dor/papers1990.html