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MBA 640.01: Human Resource Management

Maureen Fleming

University of Montana - Missoula

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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
OFFICE PHONE: 243-6681
E-MAIL: maureen.fleming@business.umt.edu
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
<table>
<thead>
<tr>
<th>Date</th>
<th>Readings</th>
<th>In-class Activities</th>
<th>Assignments Due</th>
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</table>
| 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 | RESEARCH PROJECT  
PROPOSAL DUE                                              |                                |
| 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) |                                |                                |
| SEPT 18 | 2:00 p.m. GBB 201: World of Investments (Deep Value)  
Bruce Campbell, Pyrforf 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                      |                                |
<p>| OCT 8   | RESEARCH PRESENTATION                                                        | RESEARCH PROJECT DUE                                              |                                |
| OCT 13  | RESEARCH PRESENTATION                                                        |                                |                                |
| OCT 15  | RESEARCH PRESENTATION                                                        |                                |                                |</p>
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<thead>
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<td>OCT 20</td>
<td>Ch. 11: Basic Compensation</td>
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<td>Building HR Skills - Use your own employer</td>
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<td>Walmart-GM Case</td>
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<td>Ch. 12: Incentives &amp; Performance Based Awards</td>
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<td>Continental Case</td>
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<td>OCT 22</td>
<td>Ch. 13: Employee Benefits and Services</td>
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<td>Case; Dilemma</td>
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<td>Chapter 14:</td>
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<td>Case; Ethical Dilemma</td>
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<td>OCT 27</td>
<td>Discussion of companies</td>
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<td>OCT 29</td>
<td>Ch. 15: Managing the Work Environment</td>
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<td>Georgia Pacific Case</td>
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<td>Case: The Avon Way</td>
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<td>NOV 3</td>
<td>Ch. 17: Managing New Employment Relations</td>
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<td>Building HR Skills</td>
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<td>Case: Temps</td>
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<td>NOV 5</td>
<td>Discussion of plans</td>
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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.
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.
With caution in mind, you should avoid groups where participants do not use their real names. Look at the email address to see if the person is affiliated with an 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

Advertisement

Anonymous Article

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:

Article from a Scholarly Journal

Cartoon

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:

Database