COURSE OVERVIEW

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. By the end of this course, you should think systematically about how environmental forces shape HRM activities, and you should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders.

To understand the role of HRM requires an understanding of the environmental context in which HRM activities are conducted. Discussion of several aspects of context is the focus of the first several weeks. Included are topics such as globalization, labor market conditions, laws and regulations, country cultures and the reality of the continual organizational change.

Next, we briefly review the major activities included in a total HRM system (planning, recruitment, selection, training and development, performance management, compensation and benefits). Our focus will be on understanding how these HRM activities can help a firm achieve competitive advantage.

The course employs a variety of teaching methods, including lectures, discussion, case analyses and student presentations. Although the specific activities will vary, the objectives will always be the same: to improve your understanding of how a firm's approach to managing human resources can enhance or detract from the firm's overall effectiveness.

The course requires you to be actively engaged during each class and also between class meetings. In all of our interactions, everyone should strive to behave in ways that are consistent with the following guiding values:
. Respect for Individuals: We treat each other with respect and dignity, valuing individual and cultural differences. We communicate frequently and with candor, listening to each other, regardless of level or position. We silence our phones, beepers and pagers in the classroom.

. Dedication to Collaborative Learning: We build enduring relationships by understanding, anticipating, and striving to meet everyone’s needs. We care for each other and learn from each other.

. Highest Standards of Integrity: We are honest and ethical in all of our education and business activities, starting with how we treat each other. We keep our promises and admit our mistakes.

. Innovation: We believe innovation is the engine that will keep us vital and growing. Our culture embraces creativity, seeks different perspectives and risks pursuing new opportunities.

. Teamwork: We encourage and reward both individual and team achievements. We freely join with colleagues across cultural, educational, and social boundaries.

. Accountability: Each of us takes ownership for our success. Our rewards are determined by our results.

. Excellence: We will be satisfied with nothing less than being the best in everything we do.

SPECIFIC OBJECTIVES

1. To identify, discuss and analyze the needs of effective organizations and their employees in highly competitive environments.

2. To become familiar with all the specific HR practices and activities.

3. To identify the factors that give rise to different ways of managing human resources for equally effective results and discuss why there is "No One Best Way."

4. To heighten your involvement and sense of opportunity as an HR professional or line manager.

5. To identify models and frameworks that can be helpful in understanding human resource management.

6. To give you ample opportunity for presentation and group interaction.

READINGS


GRADING

1. Individual case analysis (20%). You will be assigned ONE case to analyze.

2. Team Internet project (20%). Each team will compile a list of Internet resources that your classmates will find useful for learning more about ONE class-related topic, and make a presentation to the class
about these resources. You will provide links to the Internet resources (websites) and provide a brief
description of why each link is useful. You may use the “Using the Internet” projects described at the
end of each chapter in the textbook as the basis for these projects, but you should also develop your
own ideas. Topics will be assigned by the instructor within the first few weeks of the course. TIME LIMIT
for PRESENTATION: 20 Minutes.

3. Participation (10%). You are expected to be a full participant and learning partner in this course. This
means sharing your own views and experience, completing and submitting all assignments (including
those that are not assigned a letter grade), and being actively engaged in your own learning. Doing the
work but not participating in discussions reduces your own learning as well as the learning of your
classmates. Not carrying your weight on team projects has a detrimental impact on both you and your
classmates. Dysfunctional participation also detracts from the experience of everyone in our class.

4. Two Exams (50% total). Two exams will be given to test your understanding of the course material,
including ALL readings, cases, assignments, and class discussions. The exams will include multiple choice
questions that test your comprehension of the course.

GRADING

Individual Case Analyses

1 integrative written analysis 20 points 20%

Team Internet Project

20 points 20%

Individual Participation

Ungraded assignments; class discussions;
teamwork, etc., 10 points 10%

Exams (multiple-choice and true/false items)

2 Exams; 25 points each 50%

TOTAL (100 points) 100%

We're all here because effectively managing human resources is important and exciting. Everyone will
have the opportunity to do well in this course. The grading scale is as follows:

. A 100-91
. B+ 90-88
. B 87-81
. C+ 80-78
. C 77-71
. D 70-68
. F 67 or less