

MANAGEMENT OF HUMAN RESOURCES

MGMT 718T: SPRING 2008

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Office Hours:

Monday's from 2:00 pm to 4:00 pm or by appointment. My office is located on the 7th floor, BA 776. As a general rule I am in the office every day and you are free to either call or drop by if you have any questions. Additionally, you may also email me at anytime and I will typically respond within 24 hours. If I have not responded to your email within that time period then please assume that I did not receive your message and either resend it, or preferably call me.

The Course:

The course is designed to address human resource issues from the view of the general manager. Thus, it is not intended as a comprehensive course for those seeking to be HR professionals. Rather, the purpose of this course is threefold. First, the course will acquaint you with the myriad human resource issues managers in all organizations typically face. Whether you are deciding on whom to hire, fire, promote, or whether you are must make incentive pay allocations, your decisions and actions will have significant and lasting effects on your performance and the performance of your business unit. Second, it will cover the strategic role of HR within the firm. Particular attention will be given to aligning employee practices and HR policies with firm strategy and how best to implement these policies to achieve long term competitive advantage. In so doing, this course will cover such key areas as: performance management; staffing and employee development; compensation and rewards systems; succession planning and career development; global assignments; and labor-management relations. Third, by the end of this course you will be able to critically evaluate the HR function in your organization and better understand how that function can improve your business unit's ability to realize their strategic goals.

This course will be organized around 15 class sessions, three of which are Saturday sessions. The instructional approach will be varied, with a mix of lecture, exercises, case analysis, and group discussion. Traditional lecture will be employed approximately 30% of the time and will serve to introduce key concepts and subject matter. Case analysis, group exercises and discussion will be used approximately 70% of the time. Students are expected to actively participate in the analysis and discussion of the issues in each case or exercise. This course requires significant input from each participant so come to each class prepared to discuss, challenge, and ask questions.

Course Material:

The material for this course is three-fold and includes: i) a text book, ii) six cases available directly from Harvard Business Online, and iii) readings and exercises distributed either via Blackboard or directly in class.

The primary textbook for this course is:

Human Resource Management: Gaining A Competitive Advantage, 6th Edition. By Noe, Hollenbeck, Gerhart, and Wright. McGraw-Hill, 2008

A hard copy of this book is available at the USC bookstore. Alternatively, an E-book version of the text is available for download directly from the publisher. The E-book comes as an Adobe pdf and at a significantly reduced cost over the hardcopy (usually about 52% less). To obtain an E-book version of the text simply go to www.ebooks.primisonline.com. From there, you will self register and click on the “ebooks” icon in the center of the page, then click on the “Business and Econ” icon, then “Management”, then scroll down the list until you find Noe, Hollenbeck, Gerhart, and Wright 6th Edition. Be sure you select the correct edition!

Additionally, there are several cases that are not included in the textbook. The cases, of which there are 6, are available for purchase directly from Harvard Business Online. To obtain these cases, simply go to the web address below and follow the instructions. The cost per case is \$3.95.

<http://harvardbusinessonline.hbsp.harvard.edu/relay.jhtml?name=cp&c=c68950>

Lastly, there will be a small number of short readings and cases that will be either made available on Blackboard for download or distributed in class.

Course Requirements:

The requirements for this course will consist of two tests as well as your consistent preparedness and participation in class discussions. Specifically, your performance in this class will be evaluated along the following dimensions:

Tests. There will be two tests that will cover all topics, cases, and readings discussed to date. Each test will be worth a total of *40 percent* of your final grade. The second test will not be cumulative. Each test will consist of a mix of long and short answer questions, plus multiple choice questions. For example, with a long essay question you may be given a short case or scenario describing an organization’s compensation strategy along with a description of the organization’s overall strategy, business, and culture. You would then be asked to draw upon what has been covered in class to identify strengths and weaknesses of what the organization is doing and to recommend alternatives. With the short answer questions, you likely will be asked to explain concepts, techniques, and procedures discussed in class or in the readings. You may also expect questions that require you to identify the major problems or benefits associated with the way an organization from one of the cases approached a given HR issue.

Cases: Discussion questions for each case will be posted on blackboard at least one week prior to the date the case appears in the syllabus. You are strongly encouraged to use these questions as a starting point when preparing for class discussions.

Group project: There will be one relatively small group project in this course and will be due February 29th at 5:00 pm. Working in teams of 4, you will be required to address employee relations issues raised in a series vignettes. This project will be worth *20 percent* of your final grade. Specific details and instructions concerning this project are posted on Blackboard.

Lastly, a brief note about *class participation:* Your participation in this course is especially important. As such, you are expected to come to each and every class prepared and ready discuss the readings and cases.

Course Outline

January		
9th	Introduction to HR & the Firm	Readings: Noe et al. Chapter 1
12 th *	The Legal Environment: Overview of employment legislation	Readings: Noe et al. Chapter 3
16th	Staffing	Readings: Noe et al. Chapter 4 HBR Case: Rob Waldron at Score!
23rd	Recruitment & Selection	Readings: Noe et al. Chapters 5 & 6 Readings: Huselid, Beatty, & Becker (Available on Blackboard)
30th	Managing Performance I	Readings: Noe et al. Chapter 8
February		
6th	Managing Performance II	HBR Case: Rob Parson at Morgan Stanley (A)
13 th	Test 1	
16 th *	Compensation	Readings: Noe et al. Chapters 11, 12, & 13 HBR Case: Performance Pay for MGOA (A)
20 th	Career Development	Readings: Noe et al. Chapter 9
27 th	Employee Relations	Readings: Noe et al. Chapter 10 HBR Case: Ron Perez (A)
March		
5 th	Strategic HR	Readings: Noe et al. Chapters 2 & 16 HBR Case: Infosys (A)
8 th *	International Assignments	Readings: Noe et al. Chapter 15

19th	Labor Relations I Readings: Noe et al. Chapter 14
26 th	Labor Relations II & Course Wrap Up Readings: Does This Company Need a Union? (Available on Blackboard)
April 2nd	Final Exam

* Denotes Saturday Sessions