

MANAGEMENT 314
Human Resource Management
Fall 2007

Instructor: Ron Karren
Office: SOM 356
Office Hours: Tuesday and Thursday: 10:45-11:15; 1:45-2:30; 3:45-4:30
or by appointment
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Text: 1) *Fundamentals of Human Resource Management* 2nd edition by Noe, Hollenbeck, Gerhart, and Wright (Text can be found in the Textbook Annex)

Internet: <http://intra.som.umass.edu/karren/>

Course Description: Human Resource Management is concerned with the effective management of people in organizations. It involves the actions and decisions of management and human resource specialists that affect the nature of the relationship between the organization and its employees. In this introductory course, we focus on the major human resource activities such as recruitment, hiring, training, compensation and benefits, performance evaluation, employee relations, safety and health, and labor relations. We also focus on equal employment law and issues such as the changing psychological contract, diversity, fairness and justice, employee empowerment, layoffs and the consequences of corporate downsizing, stress and flexible work schedules.

Class time will be divided between lecture, videos, class exercises and case discussions. Exercises are generally used to simulate some of the important functions of the human resource specialists or managers who perform these activities. Cases or incidents may also be used to analyze human resource problems.

Grading: There are three exams, and they are worth 60% of the final grade. There will be 5 individual assignments to be handed in to me, and they will be worth 30% of your grade. Class attendance and participation will be 10% of your grade.

Individual/Group Assignments: You will do a variety of experiential exercises and cases/incidents, which simulate important human resource activities or functions: job analysis, recruitment, selection, performance evaluation, pay, benefits, training and development. The purpose of the exercises and cases are to obtain hands-on-experience with some of the activities of the human resource manager or specialist. After the exercises are completed you will be asked to hand in the requested assignment. Five assignments will be graded and then returned to you.

Policies:

1) Assignments should be handed in on time, unless there is prior approval from me due to a medical illness, sports team activity, and/or other emergency. In most cases, prior approvals should be documented in writing. If late your grade will be lowered based on the extent of the lateness. It is preferable to hand it in late than not at all.

2) Classroom attendance is important and expected. Material not covered in the text will be presented in class, and both the text and notes from class will be used in making up the exams. Exercises require attendance. It will be much easier to do them during class; in some cases, you will be unable to make them up outside of class. If you miss a class exercise and the exercise can be done outside of class, you should hand it in within one week after the due date, unless you have prior approval for an extension.

3) You will be **rewarded** for excellent attendance and class participation. In other words, you can move up a grade (i.e., from A/B to A) with excellent attendance/participation. Similarly, many unexcused absences will result in the lowering of your grade.

4) Extra credit will be given for: 1) specific group exercises, and 2) Jeopardy

On the following two pages, I have given you a brief schedule of the course. I do expect some changes regarding some of the experiential exercises and cases. The changes will be put on the internet (intra.som.umass.edu/karren/star/chalkboa.htm).

COURSE OUTLINE

Part I

September 4	Introduction
September 6	A Short History of Human Resource Management, Strategic Challenges, the Environment and Trends of HRM Readings: Chapter 1 and 2
September 11	Equal Employment Opportunity: Civil Right Act Readings: Chapter 3 (until page 86)
September 13	Equal Employment Opportunity: Sex Discrimination Readings: Chapter 3 (pp. 86-87)
September 18	Equal Employment Opportunity/ Affirmative Action Readings: Chapter 3 (pp. 77-81) Exercise: "Is this Unlawful Discrimination?"
September 20	Americans with Disabilities Act and Age Discrimination Readings: Chapter 3 (pp. 71-76)

September 25	Job Analysis and Job Design Readings: Chapter 4 Exercise: "Writing Job Descriptions" Assignment 1 "Unlawful Discrimination" is due
September 27	Planning and Recruitment Readings: Chapter 5
October 2	HR Jeopardy and Review Assignment 2 "job description" is due
October 4	Exam 1 (includes Chapters 1-5)
October 9	Resumes Readings: Chapter 6 (section on resumes)
October 11	Interviews Readings: Chapter 6 (section on interviews)
October 16	Selection and Tests Readings: The rest of Chapter 6
October 18	Selection Exercise
October 23	Training and Development Readings: Chapter 7 and Chapter 9 (pp 285-294)
October 25	Performance Appraisal Readings: Chapter 8 and Chapter 9 (pp. 294-296) Assignment 3 is due
October 30	Performance Appraisal and Reviews Exercise: "EvalSim—A Performance Evaluation Exercise"
November 1	Employee Relations: Ethics, Fairness, Separations and Retentions, and Justice Readings: Chapter 10 Assignment 4 is due – In-basket/memo exercise
November 6	HR Jeopardy and Review
November 8	Exam 2 (includes Chapters 6-10)

November 13	Compensation Readings: Chapter 11 (up to p. 374)
November 15	Compensation and Pay Structures Readings: Chapter 11 (finish chapter)
November 20	Incentive/ Variable Pay Readings: Chapter 12; "Pros and Cons of Pay for Performance" (handout)
November 27	Benefits Readings: Chapter 13
November 29	Safety and Health Readings: Chapter 3 (pp. 88-98)
December 4	Labor Unions and Collective Bargaining Readings: Chapter 14 Assignment 5 is due
December 6	Global HR Readings: Chapter 15
December 11	Review and HR Jeopardy
December 13	Exam 3 (includes chapters 11-15) (exam given on this meeting or during finals week)