

MANAGEMENT 314
Human Resource Management
Spring 2008

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Office: SOM 356
Office Hours: Tuesday and Thursday: 2:15-4:15
or by appointment
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Texts: 1) *Human Resource Management* 4th edition by Kleiman,
Publishers: Thompson (Texts 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/).

COURSE OUTLINE

Part I

January 29	Introduction
January 31	A Short History of Human Resource Management, Strategic Challenges, the Environment and Trends of HRM Readings: Chapter 1
February 5	Equal Employment Opportunity: Civil Right Act Readings: Chapter 2 (pp. 24-28; 30-35)
February 7	Equal Employment Opportunity: Sex Discrimination Readings: Chapter 11 (pp. 309-315)
February 12	Equal Employment Opportunity/ Affirmative Action Readings: Chapter 2 (pp. 35-38); Exercise: "Is this Unlawful Discrimination?" (Assignment 1)

February 14	ADA and Age Discrimination Readings: Chapter 2 (p. 29) and Chapter 6 (pp. 137-142)
February 21	Job Analysis and Job Design Readings: Chapter 2 (pp. 38-46); Chapter 4 Exercise: "Writing Job Descriptions" (Assignment 2); Assignment 1 is due
February 26	Planning and Recruitment Readings: Chapter 3 (pp. 55-65) and Chapter 5
February 28	HR Jeopardy and Review
March 4	Exam 1 (includes Chapters 1-5)
March 6	Resumes and Interviews Readings: Chapter 6 (pp. 147-150; 156-160)
March 11	Selection and Tests Readings: Chapter 6 (pp. 150-154)
March 13	Selection Exercise; Readings: the rest of Chapter 6
March 18-20	Vacation
March 25	Selection Exercise - Assignment 3 is assigned;
March 27	Training and Development Readings: Chapter 7
April 1	Performance Evaluation Readings: Chapter 8; Assignment 3 is due A Performance Evaluation In-basket Exercise (Assignment 4);
April 3	Performance Evaluation and Reviews
April 8	Employee Relations: Justice, Fairness, Discipline and Employee Rights Readings: Chapter 11; Assignment 4 is due
April 10	HR Jeopardy and Review
April 15	Exam 2 – Chapters 6-8, 11

April 17	Compensation Readings: Chapter 9 (first half: up to p. 254)
April 22	Compensation and Pay Structures
April 24	Incentives and Variable Pay and Productivity Improvements Readings: Chapter 10; Case on Incentives – Assignment 5
April 29	Benefits Readings: Chapter 9 (rest of chapter on Benefits)
May 1	Labor Unions and Collective Bargaining Readings: Chapter 12
May 6	Safety and Health Readings: Chapter 13; Assignment 5 is due
May 8	Global HRM Readings: Chapter 14
May 13	Review and HR Jeopardy
Finals week	Exam 3 (includes chapters 9,10, 12-14)