

BUS 466 – PERSONNEL & HUMAN RESOURCE MANAGEMENT

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COURSE DESCRIPTION

Because of the long-term trends in the U.S. economy, such as the growth of the service sector (which requires a high proportion of labor relative to capital), the rising cost of labor and the trend toward “downsizing”, managers have become more aware of the importance of human resource management. Increasingly, competent personnel management can make the difference between a firm which produces high quality goods and/or services at a low cost and one which is inefficient. In order to remain competitive in the domestic and international markets, future managers will need to develop an in-depth understanding of human resource management.

The purpose of this course is twofold: 1) to provide a broad view of the role of human resources in a business organization; and 2) to help students to acquire the **detailed, technical** expertise needed to plan, implement and evaluate personnel activities. The following topics will be emphasized:

- a) Job Analysis – purposes and procedures;
- b) Job Evaluation – purposes and procedures;
- c) Selection and Managerial Assessment – validation of instruments and legal issues;
- d) Performance Appraisals – procedures, instruments and evaluation of the appraisal process;
- e) Training and Development – techniques and program evaluation;

Students should be able to perform these HRM functions under supervision. They should also be capable of advising general managers (non-personnel experts) as to the usefulness of employing these techniques for solving specific organizational problems. Lastly, they should be able to advise managers in the selection and oversight of personnel consultants should some of these services be instituted through subcontracting.

COURSE REQUIREMENTS

1. Successful completion of three examinations based on class notes and textbook material.
Textbook: Stewart & Brown. Human Resource Management: Linking Strategy to Practice, 2nd edition.
2. Successful completion of an HRM paper.

Students will form groups of two to four. The group will select a topic in HRM and conduct a search of the published scholarly literature. Based on the literature, the group will write a paper that reviews the state of our scientific knowledge of this topic. This should NOT be a chronological account or historical narrative. Instead it should be a critical, issue-oriented review. The issues that should be discussed will depend on the topic the students select. Some common issues might be methods, problems such as measurement problems, disagreement among scientists about definitions of constructs, conflicting findings, etc. Students should select their topics by the third week of classes at the very LATEST. Prof. Rech from the Burrow Library will teach a class for us on how to conduct a literature search. **The paper will be due Friday, March 9** at the beginning of class, and the presentations will be scheduled for mid-April. Each student in the group will be expected to contribute to each step of the project (i.e., searching data bases, reading and integrating the articles and writing the final paper). I have attached a separate handout that provides information about the criteria I will use to evaluate the paper.

GRADES

Examinations (Final is NOT comprehensive)	60%
Project	40%

TOPICS AND READING ASSIGNMENTS

1. Connecting HRM to Strategic Management
Creating value through HRM – Chapter 1
Making HRM strategic – Chapter 2
A very cursory review of employment law – Chapter 3
(Assignment: Read Chapters 1-3 up through page 100.)
2. Assistance with Project
Library Searches
Reviewing a Research Literature
Organizing a Review of the Literature
Citations and Plagiarism
(Assignment: Choose a topic and search for articles in the library and read Chapter 4.)

3. Job Analysis and Work Design – Chapter 4
Purposes of Job Analysis
Job Analysis Techniques
(Assignment: Read Chapters 11 & 12.)

4. Job Evaluation – Chapter 11 & 12
The Meaning of \$\$\$\$ & Compensation
Point Systems
Factor Comparison Systems
Job Evaluation & Comparable Worth
(Assignment: Read Chapters 5 & 6.)

5. Selection of New Employees & Assessment of Managerial Potential – Chapters 5 & 6
Reliability & Validity
Validation of Selection Instruments
Assessment Centers
Selection Interviews
Selection Decisions and Federal Law
(Assignment: Read Chapter 8.)

6. Performance Appraisal Systems – Chapter 8
Performance Appraisal Conferences
Appraisal Instruments
Ratings Errors
Performance Appraisals and Information Systems
(Assignment: Read Chapters 9 & 10.)

7. Training and Development – Chapters 9 & 10
Learning Theory
Training Methods (Experiential)
Training Evaluation
(Assignment: Read Chapters 13 & 14.)

8. Employee Relations – Chapters 13 & 14
Disciplinary Action
Labor Relations (Unions & Labor Law)

Note: No definite dates can be given for the completion of topics as the pace of the course is determined by the students.