

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” to increase efficiency, 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;
- f) Organizational Development – procedures for conducting organizational research to assess employee’ reactions to work and their effect on organizational performance.

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

- I Successful completion of three examinations based on class notes and textbook material.

Textbook: Fisher, Schoenfeldt & Shaw Human Resource Management, 5th edition.

- II 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 March 12th 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

I Overview of the Course

Evolution of Human Resource Management

Researching People at work

Work Roles

The Relationship between Work Attitudes and Work Behavior

Organizational versus Occupational Imperatives

(Assignment: Read Chapters 1-3)

II 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)

III Job Analysis – Chapter 4

Purposes of Job Analysis

Job Analysis Techniques

(Assignment: Read Chapters 12 & 13)

IV Job Evaluation – Chapter 12 & 13

The Meaning of \$\$\$\$ & Compensation

Point Systems

Factor Comparison Systems

Job Evaluation & Comparable Worth

(Assignment: Read Chapters 5 – 8)

V Selection of New Employees & Assessment of Managerial Potential – Chapters 5 – 8

Reliability & Validity

Validation of Selection Instruments

Assessment Centers

Selection Interviews

Selection Decisions and Federal Law

(Assignment: Read Chapters 10 & 11 and the AT&T Case on reserve)

VI Performance Appraisal Systems – Chapters 10 & 11

Performance Appraisal Conferences

Appraisal Instruments

Ratings Errors

Performance Appraisals and Information Systems

(Assignment: Read Chapter 9)

VII Training and Development – Chapter 9

Learning Theory

Training Methods (Experiential)

Training Evaluation

(Assignment: Read Chapters 14 [pp 653-657], 15 & 16)

VIII Employee Relations – Chapters 14 (pp 653-657), 15 & 16

Disciplinary Action

Labor Relations (Unions & Labor Law)

(Assignment: Read Chapter 17)

IX Industrial Democracy – Chapter 17

Models from Eastern and Western Europe and Israel

Life Satisfaction versus Job Satisfaction

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