BUS 466--PERSONNEL & HUMAN RESOURCE MANAGEMENT
Dee Birnbaum
Spring, 2009

OFFICE: 328 Buckman Hall
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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


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.