Course Objective:

People (human resources) are viewed by most experts as the most important asset of any organization. Managing an organization’s people is often the most challenging and complex task required of a manager. It is also the responsibility, if executed well, that permits a person to rise to the senior level of management, or prevents a manager from rising to the senior level if done poorly.

The objective of the course is to teach the basic principles of strategic human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today’s increasingly complex workplace.

During the quarter, students will be exposed to and will discuss current human resource practices and will participate in exercises designed to enhance critical skills. Case studies will be integrated into most of the areas covered.

Provided below is a class by class description of the course:

Class 1: HR Management—The People Factor in Business and Management

Overview of Human Resource Management and the role it plays in organizations. Review of the evolution of human resources as a discipline and the role of the non-HR manager in managing people and in implementing basic human resource practices and policies. Discussion of the course structure and overview of the subjects that will be covered.

Class 2: Staffing and Training

Human resource planning and staff projections and requirements are analyzed. Employee acquisition through strategic recruiting and selection are explored in detail. Class participants engage in exercises designed to introduce behavior based interviewing and other common interviewing and selection practices and techniques. Orientation and staff training and development programs are reviewed. External vs. internal training are examined and students are introduced to commonly used resources for training and developing personnel—including an overview of leadership development programs.
Class 3:  Compensation, Benefits and Performance Management Systems

Review, analysis and discussion of various compensation systems including pay for performance and merit based systems. Comparison and evaluation of various incentive compensation and total compensation systems. Developing a compensation philosophy and structure will be discussed. Overview of performance evaluation systems including goal orientated systems and force ranking. Hands on exposure to performance reviews and goal setting through interactive exercises and exposure to case studies. Introduction to both legally mandated and voluntary benefit systems. Current benefit trends and costs and overview of competitive benefit practices.


Comprehensive overview of key human resource related laws and legal considerations. Historical overview of the evolution of equal employment opportunity and affirmative action programs. Review of current practices and programs for affirmative action and for minority and women’s set aside programs. Examination of the manager’s role in an increasingly diverse workplace. Discussion of reactive vs. proactive approaches to managing a diverse work environment and to avoiding discrimination and associated legal difficulties.

Class 5:  Midterm Exam

Midterm exam.

Class 6:  Labor Management Relations and Collective Bargaining

Overview of the history of and basic rationale for labor unions. Review of the union movement and both historical and current trends in union membership and the evolving structure, strategies and tactics of unions. Overview of union related labor laws and examination and discussion of the unionization process and common collective bargaining issues and the collective bargaining process. Examination and discussion of the role of management in working with unions and in handling organizing issues and labor actions such as grievances and strikes.

Class 7:  Managing and Building Teams and Developing a Productive Workplace

Review and discussion of the different types of teams and how teams can be most effectively managed. Introduction to team selection, development and analysis tools such as the DISC profile assessment and group and team assessment centers. Specific emphasis on managing the multi discipline and multi organizational teams that are often found in engineering, construction and other technical environments. Review and discussion of the role of the manager as team
leader, coach and mentor. Participation in discussion and case exercises demonstrating examples of the most commonly successful coaching and mentoring techniques and activities.

Class 8: Managing Health, Safety and Workplace Stress

Introduction to basic approaches to developing and maintaining a safe and healthy workplace. Review of some of the current health and safety problems facing employees and employers and discussion of the strategic choices available to managers. Overview of the legal framework for health and safety including the role of the Occupational Health and Safety Administration (OSHA) and other related agencies and programs. Practical discussion and exercises in how to develop safety programs that work.

Class 9: Building a Principled Workplace—Ethics and Leadership

Understanding, developing and maintaining a corporate culture that supports ethical behavior, adherence to core values, and respect for employees—and at the same time enhances productivity and profitability. Discussion and analysis of how to conduct business ethically in today’s environment. The role of effective corporate communications in building a positive, ethical environment. Review of basic employee rights and responsibilities and the role of the manager as communicator, role model, and leader.

Class 10: Course Summary/Review

Review of basic course elements and a summary review and discussion of the key elements in the manager’s role in managing and developing the human resources of his/her organization. Case study exercises on selected key topics.

Exam Week: Final Exam


Software: None

Grade Determination:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Midterm Exam</td>
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<tr>
<td>Final Exam</td>
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<tr>
<td>Homework/Paper</td>
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<tr>
<td>Class and Case Study Participation</td>
<td>20%</td>
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