

Syllabus

Management of Human Resources

MBA 642
Spring Semester 2011
T 6:00–9:15 PM

Professor: Dr. Paul L. Schumann
Office Hours: Tuesday, 12:00–2:00, Wednesday, 12:00–3:30, Thursday, 12:00–2:00, and by appointment.
Office: MH 263
Phone: (507) 389-5349
E-Mail: paul.schumann@mnsu.edu
Home Page: http://krypton.mnsu.edu/~schumann/www/
Desire2Learn: https://d2l.mnsu.edu/
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Course Description

This course provides a manager's perspective on the effective management of the human resources of an organization.

Course Outcomes

- ❖ Understand the strategic role of human resources.
- ❖ Use job analysis and job descriptions as management tools.
- ❖ Hire to achieve organizational objectives.
- ❖ Evaluate employee job performance.
- ❖ Manage training and development of subordinates.
- ❖ Manage employee compensation.
- ❖ Manage effectively in a unionized environment.

MBA Program Outcomes Satisfied by This Course

- ❖ Formulate effective business strategies (MBA Outcome #1).
- ❖ Apply integrative and critical thinking skills (MBA Outcome #2).
- ❖ Use qualitative and quantitative information to make effective decisions related to the functional areas of business (MBA Outcome #3).
- ❖ Communicate effectively (MBA Outcome #4).
- ❖ Make ethical business decisions (MBA Outcome #6).
- ❖ Manage group and individual dynamics in organizations (MBA Outcome #7).

Textbook

The textbook for this course is a custom electronic textbook (e-book) that is available from McGraw-Hill Create:

Course: Management of Human Resources
 Course Number: MBA 642
 Instructor: Paul L. Schumann
 Minnesota State University Mankato
 Department of Management
 McGraw-Hill Create ISBN: 9781121156500

You can locate and purchase the e-book online by following these steps:

1. Go to <http://create.mcgraw-hill.com/shop/>
2. Search for and select book by Title, ISBN, Author, or State/School (I suggest searching by ISBN and then checking the Title, Author, and School to verify that you have the correct e-book: ISBN 9781121156500).
3. Add the book to your cart and pay using a credit card.

More detailed instructions to locate and purchase the e-book are available online at the following link:

http://create.mcgraw-hill.com/shopresources/pdfs/eBookstore_instructions.pdf

Course Requirements = 380 total points

1. **Quizzes (105 points = 27.63%):** You'll complete 7 quizzes. Each quiz consists of 15 multiple choice questions from the e-book reading assignment. The class schedule (see below) identifies the due date of each quiz and the material covered by each quiz. Each quiz will be completed outside of class using Desire2Learn (D2L) before 5:00 PM on the date the topic is to be covered in class. Each quiz is to be completed solo without the assistance of others. Each quiz can be taken open book and open notes, but there is a time limit on how long you can spend taking each quiz of 15 minutes, plus a 10 minute grace period before the quiz is flagged as late, for a total of 25 minutes. Each quiz is worth 15 points. The 7 quizzes are worth a total of 105 points.
2. **Case Analyses (140 points = 36.84%):** You'll be a member of a team. Each team will have 3 members (if possible). There are 7 cases that we'll cover. Each case is printed in the e-book. For each case, there are case analysis questions to which your team will write answers. Your team will turn in your team's answers to the case analysis questions in a paper document (i.e., not as a file) on the date the case is discussed in class. The class schedule (see below) identifies the dates of each case and the pages in the textbook where you'll find each case. The case analysis questions for each case are available in D2L. Each case analysis is worth 20 points. The 7 case analyses are worth a total of 140 points.

3. **Individual Project (35 points = 9.21%):** You'll complete an individual (i.e., not in teams) project that is worth 35 points. The class schedule (see below) identifies when the individual project is due. The individual project is described in more detail in a separate document.
4. **Class Discussions (100 points = 26.32%):** You'll participate in class discussions each week. Each week's discussion will focus both on the e-book reading assignment for the week and on the case for the week. The class schedule (see below) identifies the dates, topics, and material in the e-book that we'll cover each week. The class discussions are worth a total of 100 points.

Grades

There is a total of 380 possible points. Additional requirements may be announced in class, via e-mail, or in D2L.

Class Meetings Each Week (Approximate Plan)

6:00-7:30	90 minutes	Key Concepts Discussion
7:30-7:45	15 minutes	Break
7:45-9:15	90 minutes	Case Discussion

Expectations

This is a 600-level course – every student in the class is a graduate student. Thus, I expect graduate-level work, both in terms of graduate-level behaviors and graduate-level results, from every student all of the time.

By graduate-level behaviors I mean that you give this course high priority in your life, which is illustrated by behaviors such as only missing class in extremely rare circumstances, attending class on time, submitting all work on time, devoting substantial time outside of class to reading and studying the assigned material (expect about 100 pages of reading each week), devoting substantial time outside of class to working as an effective team member with your teammates to complete the case analysis assignments, helping all of your classmates understand the material, and making regular, frequent, and appropriate contributions to our class discussions.

By graduate-level results I mean that you achieve excellence in all of your work.

Honor Code & Classroom Etiquette

- ❖ Show respect for me, for your fellow students, and for yourself.
- ❖ Be honest in all your work.
- ❖ Attend all classes on time.
- ❖ Make regular, frequent, and appropriate contributions to classroom discussions while not seeking to dominate or control the discussion.
- ❖ Complete all class activities on time.
- ❖ Eliminate cell phone distractions.

- ❖ Eliminate laptop computer distractions.
- ❖ Eliminate other distractions such as disruptive eating or disruptive side conversations with fellow students.
- ❖ Use professional language.
- ❖ Be respectful of the classroom facilities.

Additional Policies

In accordance with the policies of Minnesota State University Mankato, every attempt will be made to accommodate qualified students with disabilities. If you are a student with a documented disability, please see me as early in the semester as possible to discuss the necessary accommodations, and contact the Disability Services Office at (507) 389-2825 (V/TTY). Additional information about the services of the Disability Services Office can be found on the DSO website:

<http://www.mnsu.edu/dso/>

I may need to make changes and adjustments due to unforeseen events, such as technical problems with D2L or classes being canceled due to the weather. In such cases, I will try to notify students via e-mail or via announcements on the class D2L page.

If you are having difficulties with D2L, you should check the D2L Status page to see if there are any announced problems, and if so, when the problems are expected to be resolved:

<http://mnsuims.mnscu.edu/>

You are responsible for knowing the contents of this syllabus as well as all announcements made in class, via e-mail, or on the class D2L page.

I reserve the right to make changes and adjustments of any kind at any time; this includes adding additional graded assignments and exercises.

Class Schedule, Topics, & Assignments

Class Session	Topics & Assignments
Tuesday, March 15, 2011	Introduction to the Class
Tuesday, March 22, 2011	<p>Topic #1: Strategic Human Resource Management</p> <p>Understand the strategic role of human resources.</p> <p><i>Quiz #1:</i> Chapter 2, "Strategic Human Resource Management" & Chapter 16, "Strategically Managing the HRM Function" (Quiz #1 must be completed solo before 5:00 PM)</p> <p><i>Case #1:</i> Southwest Airlines: Using Human Resources for Competitive Advantage (A) (Case #1 analysis is due in class)</p>
Tuesday, March 29, 2011	<p>Topic #2: Job Analysis & Job Design</p> <p>Use job analysis and job descriptions as management tools.</p> <p><i>Quiz #2:</i> Chapter 4, "The Analysis and Design of Work" (Quiz #2 must be completed solo before 5:00 PM)</p> <p><i>Case #2:</i> Campbell Management Consulting (Case #2 analysis is due in class)</p>
Tuesday, April 5, 2011	<p>Topic #3: Hiring</p> <p>Hire to achieve organizational objectives.</p> <p><i>Quiz #3:</i> Chapter 3, "The Legal Environment: Equal Employment Opportunity and Safety" & Chapter 6, "Selection and Placement" (Quiz #3 must be completed solo before 5:00 PM)</p> <p><i>Case #3:</i> Bitstream (Case #3 analysis is due in class)</p>
Tuesday, April 12, 2011	<p>Topic #4: Performance Appraisal</p> <p>Evaluate employee job performance.</p> <p><i>Quiz #4:</i> Chapter 8, "Performance Management" (Quiz #4 must be completed solo before 5:00 PM)</p> <p><i>Case #4:</i> Merck & Co., Inc. (A), (B), & (C) (Case #4 analysis is due in class)</p>

Class Session	Topics & Assignments
Tuesday, April 19, 2011	<p>Topic #5: Training & Development</p> <p>Manage training and development of subordinates.</p> <p><i>Quiz #5:</i> Chapter 7, "Training," & Chapter 9, "Employee Development" (Quiz #5 must be completed solo before 5:00 PM)</p> <p><i>Individual Project:</i> Due at the beginning of class</p> <p><i>Case #5:</i> Supervalu, Inc.: The Professional Development Program (Case #5 analysis is due in class)</p>
Tuesday, April 26, 2011	<p>Topic #6: Compensation</p> <p>Manage employee compensation.</p> <p><i>Quiz #6:</i> Chapter 11, "Pay Structure Decisions," Chapter 12, "Recognizing Employee Contributions with Pay," & Chapter 13, "Employee Benefits" (Quiz #6 must be completed solo before 5:00 PM)</p> <p><i>Case #6:</i> Au Bon Pain, The French Bakery Café: The Partner/Manager Program (Case #6 analysis is due in class)</p>
Tuesday, May 3, 2011	<p>Topic #7: Labor Relations</p> <p>Manage effectively in a unionized environment.</p> <p><i>Quiz #7:</i> Chapter 14, "Collective Bargaining and Labor Relations" (Quiz #7 must be completed solo before 5:00 PM)</p> <p><i>Case #7:</i> Sprint – La Conexion Familiar (A) (Case #7 analysis is due in class)</p> <p><i>Course evaluation</i></p>