

**THE HELLER SCHOOL FOR SOCIAL POLICY AND MANAGEMENT
BRANDEIS UNIVERSITY**

HS254a
Human Resource Management
Fall 2007

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Wednesday 6:10-9:00
Schneider G1
Office Hours: Please email to arrange!

Course Description: This course considers how the management of human resources can help in achieving organizational excellence. We will focus on policies and practices that can increase your ability to enhance the value of people in the organizations you serve. These policies and practices include job design, hiring, training, performance measurement, promotion, compensation and benefits, retention, discipline and firing, and policies regarding job security and work/family accommodation.

We will use background readings as well as a series of cases that illustrate both successes and failures. To help focus your analysis, a set of questions will be posted each week on LATTE. These questions can be used to guide your reading and help you prepare for class discussions.

It is also important that we take advantage of the experience of class members. So, where relevant, please feel free to bring your own experiences and illustrations into class discussion. Throughout the course we will consider how what we are discussing differs across countries. Students with global experiences are encouraged to bring this knowledge into the classroom. The employment relationship in the U.S. is different in many respects from other countries, so it is important that as managers we appreciate these differences in how human resources might be framed differently in other cultures. If we are to meet our goal of increasing your effectiveness in managing human resources, it is important to explore how, why, and under what circumstances various approaches work. Your previous experiences, both positive and negative, are a valuable source of data for this learning.

Management Discipline Skills and Competencies: Please see above.

MBA Program Distinctive Themes: In Human Resource Management, we will address four of the MBA Program Distinctive Themes – “Engaging People to Achieve Mission,” “Community Building,” “Measuring and Managing Outcomes,” and “Managing Diversity.”

Engaging People to Achieve Mission. The main theme of this course is Engaging People to Achieve Mission. People are the primary resource of most mission-driven organizations, and their support is critical for achieving mission. At the same time, mission-driven organizations often work under severe budget constraints and have a hard time offering pay and benefits that are comparable to what other organizations can offer. In this course we explore how to motivate people using the mission itself, as well as how to use human resource practices to build skills and manage performance. (All sessions)

Community Building. Traditional human resource practices are designed to develop the skills and performance of staff members as individuals. However there is increasing evidence that people act not only as individuals but also as members of communities. We will draw upon the theory of relational coordination, which shows how relationships of shared goals, shared knowledge and mutual respect help organizations achieve their desired outcomes. We will learn how to design human resource practices that develop not only individual skills and individual performance, but also relational skills and collective performance. (All sessions)

Measuring and Managing Outcomes. Human resource management can play a strategic role in organizations, in the sense of helping organizations to overcome challenges and achieve their desired outcomes. This strategic role suggests that all human resource practices should be assessed in terms of whether they in fact do help a particular organization achieve its desired outcomes. This course therefore focuses from time to time on measuring the effectiveness of particular HR practices. (All sessions)

Managing Diversity. One desired outcome in many organizations is to increase staff diversity along some dimension, such as gender, race, religion, socioeconomic background or sexual preference. Organizations, like other social networks, tend to be self-replicating, and unless a clear effort is made, the same types of people tend to be hired and promoted over and over again. This course addresses strategies for breaking this pattern to achieve staff diversity goals, and strategies for managing a diverse workforce. (Sessions 3 and 4)

Course Requirements:

Case Analyses	25%
Class Participation	25%
HR Presentation	25%
Final Exam	25%

Case Analyses. You will be asked to prepare written analyses of two cases during the semester. You may choose any two cases you wish. You may only submit case analyses for classes that you attend. Case analyses are due at the beginning of the class in which the case will be discussed. You will be given a set of questions for each case to guide your analysis. Case analyses will be evaluated based on 1) how well they answer the questions, and 2) how well they draw upon course readings and class discussions. Case analyses should be 3-5 pages, not including exhibits.

Class Participation. Class participation grades reflect my assessment of your total contribution to the learning environment. This reflects not only the frequency of your contributions in class, but also their quality (ability to draw on course materials and your own experience productively, ability to advance or sharpen in-class discussion and debate, willingness to take risky or unpopular points of view, use of logic, precision, and evidence in making arguments), and the professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all class members and their class contributions).

Attendance. You cannot pass this course if you miss more than two classes. For an excused absence, you must write up the class questions and the case for the missed class. This write-

up does not count as one of your case write-ups. For an unexcused absence, you will get a zero for class participation for that class.

HR Presentation. You will choose one class in which to make a 10-minute presentation about the topic of the day. Further information will be given the first day of class. Web links that can be used to find information on HR topics include:

- DOL.gov (U.S. Department of Labor)
- SHRM.org (Society for Human Resource Management)
- NEHRA.org (Northeast Human Resource Association)
- Compasspoint.org
- Boardcafe.org

Final Exam. The final exam will be posted at the end of the semester, and returned to me by email. You may use any books or references you would like, so long as you cite your sources, but you may not get help from other people in the class or outside the class. You will be asked write 10-12 short essays about the HR concepts introduced in the course. Your exam will be evaluated based on 1) how well you answer the questions, and 2) how well you draw upon course readings and class discussions.

Course Reading: We will use a textbook called *Human Resource Management: A Managerial Tool for Competitive Advantage*, by Lawrence S. Kleiman, available online at atomicdog.com. We will also make extensive use of another book, *The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance*, by Professor Gittel, available in paperback on amazon.com. All other readings are available on LATTE and Harvard Business Online.

Provisions for Feedback: Case analyses will be returned to you one week after they are submitted to me. Class participation grades will be given mid-semester, and at the end of the semester. HR presentation grades will be given one week after the presentation is made. Final exams will be graded at the end of the course, with grades returned to students the following week.

Academic Integrity: Academic integrity is central to the mission of educational excellence at Brandeis University. Each student is expected to turn in work completed independently, except when assignments specifically authorize collaborative effort. It is not acceptable to use the words or ideas of another person - be it a world-class philosopher or your lab partner – without proper acknowledgement of that source. This means that you must use footnotes and quotation marks to indicate the sources of any phrases, sentences, paragraphs or ideas found in published volumes, on the internet, or created by another student. Violations of university policies on academic integrity, described in Section 3 of *Rights and Responsibilities*, may result in failure in the course or on the assignment, and could end in suspension from the University. If you are in doubt about the instructions for any assignment in this course, you must ask for clarification.

Notice: If you have a documented disability on record at Brandeis University and require accommodations, please bring it to the instructor's attention prior to the second meeting of the class. If you have any questions about this process, please contact the disabilities coordinator for The Heller School.

Course Schedule

Class	Date	Topic	Readings
1	9/5	The HR Challenge: Engaging People and Building Relationships to Achieve Mission	“HRM and Competitive Advantage,” Kleiman “Southwest vs. American Airlines: The Power of Relational Coordination,” Gittell “How Relational Coordination Works in Other Industries: The Case of Health Care,” Gittell Case: “Urban Community Homemakers and Home Health”
	9/12	NO CLASS	
2	9/19	Achieving and Managing Diversity	“Understanding the Legal and Environmental Context of HRM,” Kleiman “Making Diversity Work,” Peleg and Brynen “From Affirmative Action to Affirming Diversity,” Thomas Case: “Santa Clara County (A)”
	9/26	NO CLASS	
3	10/3	HR Planning	“Planning for Human Resources,” Kleiman “Choosing an HR Information System,” Gladstone Case: “Davis, Lloyd, Young and Donovan”
4	10/10	Job Analysis and Design	“Analyzing Jobs,” Kleiman “Keep Jobs Flexible at the Boundaries,” Gittell “Create Boundary Spanners,” Gittell Case: “SCORE! Educational Centers”
5	10/17	Recruitment and Selection	“Recruiting Applicants,” Kleiman “Selecting Applicants,” Kleiman “Hire and Train for Relational Competence,” Gittell Case: “Club Med (B)”
6	10/24	Training and Development	“Training and Developing Employees,” Kleiman “Invest in Frontline Leadership,” Gittell Case: “American Airlines: Committing to Leadership”
7	10/31	Performance Evaluation and Supervision	“Appraising Employee Job Performance,” Kleiman “Measure Performance Broadly,” Gittell Case: “Fairfield Inn (A)”
8	11/7	Pay and Benefits	“Determining Pay and Benefits,” Kleiman “Implementing Productivity Improvement,” Kleiman Case: “Nordstrom: Dissension in the Ranks? (A)”
9	11/14	Work/Life Flexibility	“Bridge the Work/Family Divide,” Gittell “Charities Face New Challenges Over Benefits,” Joslyn

			“Road to Flexible Workplace Has Obstacles,” Jackson Case: “The Part-Time Partner”
10	11/21	Health and Safety Employment Security	“Meeting Employee Health and Safety Needs,” Kleiman “The New Deal At Work,” Cappelli “Thriving Under Pressure,” Gittel “Youthful Attitudes, Sobering Realities,” Connelly
11	11/28	Workplace Justice	“Complying with Workplace Justice Laws,” Kleiman “Use Conflicts to Build Relationships,” Gittel Case: “Firing at Families First Health and Support Center”
12	12/5	Employee Representation	“Understanding Unions and their Impact on HRM,” Kleiman “Can You Manage With Unions?” Pfeffer “Maintaining Union-Free Status,” Quisenberry “Make Unions Your Partners, Not Adversaries,” Gittel Case: “JetBlue Airways: Starting from Scratch”
13	12/12	Final Exam	Posted on WebCT at 8 am. Due at 8 am the following morning. (Expected to require 3-4 hours of work if you’ve prepared well.)