

MGMT 5336
Effective Management of Human Resources

University of Texas at El Paso
College of Business Administration
Spring 2019

Class Time	Monday 5:30 – 9:30 p.m. and Thursday 5:30 – 9:30 p.m.
Class Room	Room 520B, UTEP Graduate Business Center, 201 E. Main
Instructor	Prajya Vidyarthi
Office	Room 252, COBA
Office Hours	COBA: Tuesday: 10:00-10:30 and 11:50-1:00 COBA: Thursday: 10:00-10:30 and 11:50-1:00
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Required Text	Dessler, G. 2013. <i>A Framework for Human Resource Management</i> . Seventh edition. Boston: Pearson.

Course Goals and objectives

The primary objective of this course is to build conceptual understanding required to create, lead, and maintain high performance human resource systems and practices through effective management of people assets. The course focuses on the foundations of human resource management (HRM) and work practices being used by organizations. Some of the HR practices include using effective methods of staffing, training, performance management, labor relations and human resource planning. Human resource management is also concerned with acquiring the best available human talent and their effective management to meet the objectives of the organization. Through exposing students with some of the best practices using a variety of pedagogy, the course intends to encourage adoption of such practices in their present and future work organizations.

Because this is not an introductory course, students are expected to have basic understanding and knowledge of HR functions, thereby allowing the classes and discussions to focus on

advanced topics and applications of theories. The course will take a human resource management perspective on creation of effective organizational practices intended to address the needs of the general or all management audience.

The class format includes numerous learning methods including lecture, class discussion, project work, case analysis, in-class individual and group exercises, and videos. The purpose and comprehension of topics can be better achieved through multiple channels of learning. Students are encouraged to enrich the class by sharing their perspectives and experiences. The objectives of the course are as follows:

- Understanding and appreciation of the contemporary human resource management practices that help organizations become more effective.
- Gain knowledge of the legal structures and constraints in the employment practices as well as employer-employee relationships.
- Understanding the challenges of organizational leadership and motivating employees to obtain optimal performance.
- Appreciation of the gains and challenges of facilitating the change process within organizations such that organizations continue to remain viable and profitable.
- Develop skills to design HR and general practices that are practical, innovative, effective and suitable to organization within their context and culture.

Course Requirements

- 1. Participation and in-class individual & group activities** – In order to get credit for individual-level participation, students need to come to class prepared, contribute to class discussion by sharing/highlighting ideas/issues pertinent to the course matter, and possibly bring to class material (newspaper or magazine articles, and/or clippings) that add to the topic of class discussion. Furthermore, students will be required to participate in several exercises that are relevant to the topic of discussion. These exercises may include briefly summarizing the material, discussing opinion, writing short

papers/paragraphs and explaining relevance to the topic. In-class group activities are composed of work in small groups for class exercises and debates. Each group will be asked to discuss issues and concerns regarding aspects of HR and present their conclusions to the class. The topics can be from textbook or outside. Credit for class participation counts towards the final grade. Credit for attendance, individual contribution and group participation counts 25 points towards the grade.

2. Project work – Students are required to do a project that will consist of an in-depth study of one (or more) HR practice of an organization. The project involves selecting a target company (or a benchmark practice of a company) and researching how and why their specific HR practice have achieved (or failed to achieve) effectiveness. The study should include how the HR policies and practices compare with the theoretical concepts covered in the textbook. The project study should also expose the link between human resource roles/functions and its contribution to the organization's success. A comparative assessment of the focal organization (or practice) with respect to at least one peer organizations (or their practices) would help substantiate the argument. The project study can be done individually. The study should culminate in a project presentation. The final project presentation should be of 10-15 minutes followed by a 5 minutes of question/answer session. All individuals are required to submit a hard copy of presentation on their due date before presentation. The class project will contribute 25 points towards the grade.

3. Case Study – A major component of the coursework will involve case study method. Students will be divided in groups (3-4 students) and each group will lead discussion on an assigned case. On the designated day the group will first present a summary of the case. The group is encouraged to use powerpoint (10-15 slides) for about 20 minutes. This shall be followed by review and answer of 5 questions that students have identified to be discussed in the class. This shall take about 10 minutes. Members of the group should involve the whole class in discussing the case questions. The discussion questions can be shared with the class one week in advance. The case study (leading summarization and discussion questions) will contribute 50 points towards the grade. The list of assigned

cases and the group student members will be posted in blackboard as soon as it is finalized.

Note: All students will be required to access and purchase cases (about 10 in number) from Ivey (<https://www.iveycases.com/Default.aspx>)

4. **Examinations** – There will be one final closed-book exam comprising true/false, multiple choice and short-answer type questions. This will be based on material covered in class and assigned readings. The exam will count 50 points towards of the student grade.
5. **Quizzes** - There will also be a number of quizzes to determine the extent to which students are prepared for class. These will be in multiple choice and true/false format. Students are expected to bring a Scantron and a pencil to every class session. **ONLY** those students who arrive to class on time will be able to take the quizzes. The best 5 scores will count 50 points towards the final grade.

Grading

Measure	Points
Participation, in-class individual/group activities	25
Project (Presentation and Report)	25
Case study	50
Quizzes	50
Exams	50

Grading scale (in percentage)

90-100	A
80-89.99	B
70-79.99	C
60-69.99	D
Below 60	F

Notes:

- Students are responsible for all the chapters in the textbooks and any additional assigned readings. Because only limited number of topics can be covered during the class hours, all the materials in the text, whether or not covered in class, will be on the examinations.
- Students are expected to comply with acceptable behaviors in accordance with the standards of the College of Business Administration and UTEP. Any deviation from the norms will be dealt with the provisions and policies of the College and the University.
- Students with Special Needs: UTEP provides equal access and support services to students with special needs. Students with documented disabilities should contact the appropriate office and discuss any necessary support services or accommodations with the instructor.

Class Schedule and outline

A detailed class schedule is given below. The topics and days shown are indicative and may change during the semester depending upon the class interest. The dates for quizzes and exams are shown in the class schedule.

		Chapter/Topic and Case	Case Study (Group)	Project Work (Individual)
#1		Introduction and Syllabus		
#2		Chapter 1: Managing Strategic Human Resources Today Case: 9B08M085 - Introductory Note on the Case Method Case: Producing sustainable competitive advantage through the effective management of people		
#3		Chapter 2: Managing Equal Opportunity and Diversity Case: Culture and Gender in Ford's Mexican High-performance Plant		
#4		Chapter 3: Personnel Planning, Recruitment, and Talent management Case: R0811C - Winning the Race for Talent in Emerging Markets		
#5		Chapter 4: Testing and Selecting Employees Case: 9B01C026 - Avoiding Discrimination in Employment Selection and Retention: Some Legal Issues		

#6	Chapter 5: Training and Developing Employees Case: 9B12C032 - Training and Development at RVA: A Nonprofit Organization (Group 1) Case: BH331 - Building the Bottom Line by Developing the Frontline: Career Development for Service Employees (Group 2)		
#7	Chapter 6: Performance Management, Appraisals, and Careers Case: 9B12C024 - Margaret Jefferson: Performance Issue at a Performing Arts Company (A)		
#8	Chapter 7: Compensating Employees Case: 9B16C001 - Gravity Payments: \$70,000 Minimum Salary Company		
#9	Chapter 8: Managing Employee Ethics, Engagement, Retention, and Fair Treatment Case: 9B01C008 - SalesDriver - Employee Retention		
#10	Chapter 9: Managing Labor Relations, and Collective Bargaining Case: 9B15M004 - The U.S. Postal Service: A First Class Disruption		
#11	Chapter 10: Protecting safety and Health Case: UVAE0265 - Danville Airlines		
#12	Final exam		