

**MGMT 3300**

Strategic Human Resource Management

Spring 2017

Professor Name: Dr. Clint Chadwick

Professor Email: clint.chadwick@ku.edu (email is generally the best way to contact me)

Office Hours: TBA or by appointment

Course Description

This course is designed for anyone who is, or will be, a manager -- it is *not* intended as a course to prepare you as an HR specialist. A typical session surveys a different topic in people management, with emphasis on both theory and practice (some topics are big enough to require two sessions). Practice emphasizes immediate applicability, while theory allows you to generalize to new conditions.

Course Objectives

At the end of this course, you will be able to: 1) accurately diagnose critical people management issues, 2) identify possible solutions, 3) implement the best solutions from the set of possibilities, and 4) avoid legal, ethical, and practical pitfalls in the process.

Course Materials & Resources

The required text for this course is *Human Resource Management: A Strategic Approach, 4th edition*, by Anthony, Kacmar, & Perrew. Harcourt. I will also require you to read some articles in preparation for some class sessions as indicated in the syllabus. These articles can be found free of charge online. Lastly, I will ask you to purchase two HBS cases as part of our discussion of compensation in Sessions 12-13.

Grading

Participation. Come to class prepared to take part and you will learn much more than you otherwise would. Quality of participation is more important than quantity, so please try to keep your “ideas per minute” ratio up. You’re always welcome to ask me how you’re doing on this dimension, and I will award you a subjective feedback score on your participation at three different points in the term. I will score you at each point on a scale of ✓-, ✓, or ✓+, which I will then use to score your participation for the course overall. You can see these scores on our course’s webpage in ICON.

HR in the News: We will begin each session of class with a brief (10-15 minutes) informal discussion of an article on an HR topic that has appeared in a mainstream media outlet (e.g., in *Time Magazine*, CNN, *The Wall Street Journal*, *The Economist*, and so forth--not in someone's personal blog). After the first day of class, I will draw up a schedule that will allow each of you to lead a discussion on an article once in the term. The specific topic that you bring in will be *your choice and does not have to be tied to the topic of the day*. I encourage you to indulge your interests on these topics. I will score you (generously) on a scale of ✓-, ✓, or ✓+.

Exams. There will be four exams during the semester: three midterm exams and a final exam. Each exam will be closed book and closed note and will consist of short essay questions and/or a short case to read and write up during the exam period. I will count the highest two scores from your first three exams for your final grade. The final exam will be a comprehensive exam drawing from all of the material covered throughout the duration of the course and will be given during the finals period.

Each item's contribution to your course grade is given in percentage terms below:

Class participation	10%
HR in the News	5%
First counted midterm exam	25%
Second counted midterm exam	25%
<u>Final exam</u>	<u>35%</u>
Total	100%

If a student misses an exam for any reason he or she may be allowed to make up the exam if the circumstances conform to those outlined by University of Iowa policy.

I will base your final course grades on the following scale:

93-100%	A	73-76%	C
90-92%	A-	70-72%	C-
87-89%	B+	67-69%	D+
83-86%	B	63-66%	D
80-82%	B-	60-62%	D-
77-79%	C+	0-59%	F

Attendance Policy

Attendance at all classes and CIMBA sanctioned activities is MANDATORY. All unexcused absences will have the following consequences:

- 1st absence will result in a loss of a 1/3 of a letter grade in that class
- 2nd (cumulative) absence will result in a loss of an entire letter grade in that class
- 3rd (cumulative) absence will result in a dismissal from the program.

Absences due to illness require a note from the CIMBA Office Staff. If a student is sick and cannot attend class, he/she must inform the CIMBA Staff immediately. Failure to do so will result in an unexcused absence.

Grievance Policy

Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the CIMBA Director, Brandelle Unkrich (319-335-1041, brandelle-unkrich@uiowa.edu). The Director will review the details of the complaint and involve the Associate Dean of the Undergraduate Programs, as needed.

Academic Misconduct

The Tippie College of Business at the University of Iowa follows an honor code regarding academic misconduct. That code can be found at <http://tippie.uiowa.edu/honorcode.cfm> and includes cheating, plagiarism, unauthorized collaboration, obtaining an unfair advantage, forgery, facilitating academic dishonesty, and misrepresentation. Be sure you are familiar with this code. Students who exhibit academic dishonesty will receive a zero (0) for the assignment or examination involved and may receive an "F" for the class. All incidents of cheating will be reported to the CIMBA staff, as well as to the Senior Associate Dean of the Tippie College of Business. The decision of the professor may be appealed to a Judicial Board. The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

Accommodating Students with Disabilities/Academic Accommodations

A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with Student Disability Services, then contact Shannon Lizakowski (shannon-lizakowski@uiowa.edu) in the CIMBA Office to make further arrangements. See <http://sds.studentlife.uiowa.edu> for more information.

Sexual Harassment

Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, www.sexualharassment.uiowa.edu/index.php, and to seek assistance from the CIMBA Director, Brandelle Unkrich, at 319-335-1041 or brandelle-unkrich@uiowa.edu.

Additional notes

I will not provide you with course notes, but I will post Powerpoints of my lectures on our ICON webpage. Opportunities for extra credit will not be given.

Course Schedule

Session 1: Why Does People Management Matter? Past and Present

Session 2: How does collective bargaining work in today's economy?

Session 3: Can human resources fill a strategic role? Human Capital

Session 4: Can People Management Fill A Strategic Role? System Level Views

Session 5: What is the role of government in employment systems? Employment at will and the pervasive influence of employment law

Session 6: *Exam 1*

Session 7: What is the role of government in employment systems? Diversity, equal employment opportunity, and affirmative action

Session 8: How Do I Staff a Great Organization? Recruiting & Selection

Session 9: How Can I Motivate Employees?

Session 10: Does Pay for Performance Work?

Session 11: *Exam 2*

Session 12: How Do I Effectively Compensate Employees? Theories

Session 13: How Do I Effectively Compensate Employees? Systems in Practice

Session 14: How do I keep great workers? Separation and retention

Session 14: What is the Role of Training and Development?

Session 15: *Exam 3*

Session 16: Why Bother with Performance Management?

Session 17: How Have Careers and Work/life Balance Changed?

Session 18: Organization of Work, Productivity, and Quality: Participation and empowerment

Session 19: How Can Organizations Use Teams Best?

Session 20: Integrative Case – How Can I Keep My Top Employees?

Session 21: *Comprehensive Final Exam*

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