

Sam M. Walton College of Business
University of Arkansas
Fayetteville, Arkansas
Spring 2012

Department of Management
[Faculty member name]
[Address and phone]
E-mail:

Course Syllabus
MGMT 2103 – Managing People and Organizations
[Time and Day] [Room #]

Office Hours:

Course Description: MGMT 2103 – Managing People and Organizations

Study of the process of acquiring and managing Human Capital, focusing on the organizational behavior, legal, economic, and technical issues concerned with business decisions about acquiring, motivating, and retaining employees; emphasis given to the development, implementation, and assessment of policies and practices consistent with legal, social, human, and environmental dynamics.

- **Prerequisites:** Business Foundations (WCOB 2053) or Accounting Principles II (ACCT 2023) and Data Analysis and Interpretation (WCOB 1033) with grade of “C” or better

Value of the Course:

This course is valuable to anyone who wishes to have a career in business. The fundamentals of the acquisition and management of human capital are presented from a society, organization, and individual employee perspective. Thus, it has a broad value to individuals pursuing a variety of occupations.

Course Objectives:

Upon the successful completion of this course, students will be able to:

1. Recognize the importance of human capital in society and in business organizations
2. Understand the challenges inherent to managing human capital effectively
3. Critically assess their knowledge about human capital and the limitations of that knowledge
4. Be proactive in seeking broader knowledge regarding human capital
5. Develop frameworks for taking action when faced with ambiguous human capital challenges
6. Critically assess themselves as human capital and use this information for self development

Text:

A custom text is available from the U of A bookstore. Additional reading material will be placed in the course Blackboard website.

Course Management Software:

You can access all information pertaining to the course on Blackboard, which is the course management software. The url for this page is: <http://learn.uark.edu>. You should access this page regularly for announcements, to access assignments, for readings, and other course related information.

Class Procedures:

[This is to be determined by individual instructors.]

Guidelines for Testing Accommodations for Students with Disabilities:

It is the Walton College policy that students must request testing accommodations from their instructor in addition to requesting accommodations from the ADA Center. If you will need accommodations, please let me know by providing the appropriate paperwork as soon as possible.

Attendance Policy:

[This is to be determined by individual instructors.]

Inclement Weather Policy

[This is to be determined by individual instructors.]

Individual Projects, Group Projects and Examinations:

Group Projects: [This is to be determined by individual instructors.]

In-Class Tests: [This is to be determined by individual instructors.]

Make-up tests will only be given if the test was missed due to extreme circumstances such as one of the reasons listed below. You must get approval prior to the test date when possible. Failure to comply with this arrangement will result in a test grade of zero (0). If you feel you have a valid excuse for missing a test, other than the authorized reasons, you must clear it with me prior to the missed test.

- Participation in an authorized University activity.
- Confinement by Doctor's orders due to illness.
- Death in your immediate family.
- Participation in legal proceedings requiring your presence.
- Religious or holy day.

Common Final Exam: You are required to take a common final in this class at the officially scheduled Common Final Exam Time. Your finals schedule is listed below.

- Please note that exceptions will be made ONLY for students who have a university excused absence or a specific conflict with another officially scheduled final exam (in accordance to U of A policy).
- Exceptions **CANNOT** be made for non-university excused absences. For example, these include early-travel departure dates, vacations, business trips, weddings, attending other graduations, oversleeping, etc. If you have any questions about a planned absence, see me prior to making any plans.

- **FINAL EXAM: [Date and time]**

Grades:

In-Class Tests	300 points
Final Exam	300 points
Other	400 points
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	1000 points

Academic Honesty:

As a core part of its mission, the University of Arkansas provides students with the opportunity to further their educational goals through programs of study and research in an environment that promotes freedom of inquiry and academic responsibility.

Accomplishing this mission is only possible when intellectual honesty and individual integrity prevail. Each University of Arkansas student is required to be familiar with and abide by the University's 'Academic Integrity Policy' which may be found at:

<http://provost.uark.edu/245.php>. Students with questions about how these policies apply to a particular course or assignment should immediately contact their instructor.

Day by Day Schedule:

DISCLAIMER: The following schedule is tentative and viewed as a general plan for the course. Topics, assignments and due dates are subject to change. (NOTE: Complete the “Required Reading” prior to class)

Date	Session	T/R	Topic	Required Readings
	1	T	Introduction	
	2	R	The Challenge of HRM	
	3	T	Strategy and HR Planning	
	4	R	Strategy and HR Planning	
	5	T	Labor Relations	
	6	R	Equal Employment Opportunity and HRM	
	7	T	Equal Employment Opportunity and HRM	
	8	R	Individual Differences and Perception	
	9	T	Individual Differences and Perception	
	10	R	Organizational Culture	
	11	T	TEST 1	
	12	R	Employee Recruitment	
	13	T	Employee Selection	
	14	R	Employee Selection	
	15	T	Socialization and Training	
	16	R	Work Motivation	
	17	T	Work Motivation	
	18	R	Appraising and Improving Performance	
		<i>T</i>	<i>Spring Break</i>	
		<i>R</i>	<i>Spring Break</i>	
	19	T	TEST 2	
	20	R	Compensation	
	21	T	Pay for Performance: Incentive Rewards	
	22	R	Pay for Performance: Incentive Rewards	
	23	T	Job Design and Redesign	
	24	R	Work Teams and Groups	
	25	T	Leader-Follower Relationships	
	26	R	Leader-Follower Relationships	
	27	T	Satisfaction and Stress	
	28	R	Employee Turnover	
	29	T	TEST 3	
	30	R	Review	
	31	F	Dead Day	
		W	COMMON COMPREHENSIVE FINAL EXAM	

MGMT 2033 – Managing People and Organizations

Learning Objectives

Chapter 1 – The Challenge of Human Resource Management

1. What is the difference between human capital and human resources management?
2. Explain how globalization is influencing human resource management.
3. Describe the challenges in managing human capital.
4. Discuss the primary social issues in managing people.

Chapter 2 – Strategy and Human Resources Planning

1. Describe the ways in which both government and culture can affect both the supply and demand for labor, and analyze the impact on wages and employment.
2. Locate labor supply statistics for a metropolitan area.
3. Identify the various roles that available labor supply has on firm strategies (i.e. location decisions, internal strategic planning, compensation, and benefit policies).
4. Explain how the labor force participation rate is calculated and what it means. Identify factors that affect how individuals choose their level of labor market participation.
5. Explain and differentiate the different types of unemployment.
6. Explain how the unemployment rate is calculated, what it means, and weaknesses to the calculation.
7. Describe and discuss Porter’s Strategy typology.
8. Describe the concept of “core capabilities.”
9. Identify and differentiate the criteria for a core capability (or resource) to become a source of sustained competitive advantage for an organization.
10. Identify the two dimensions along which human capital differs in the human capital architecture.
11. Identify the four types of workers based on the human capital architecture model.

Chapter 3 – Labor Relations

1. Discuss the benefits and costs of unions to employers and employees.
2. Describe trends in unions organizing in the US.
3. Identify economic conditions that facilitate success of unions.
4. Describe the union organizing process.
5. Describe the role of collective bargaining and its implications for people and organizations.
6. List the major provisions of:
 - a. National Labor Relations Act of 1935
 - b. Taft-Hartley Act of 1947
 - c. Landrum-Griffin Act of 1959

Chapter 4 – Equal Employment Opportunity and Human Resources Management

1. Discuss the differences between independent contractors, temporary workers, and employees.
2. Describe employment at will and exceptions to it.

3. Describe the different types of discrimination including guidelines on employee selection, disparate treatment, and adverse/disparate impact.
4. Calculate adverse/disparate impact.
5. Discuss legal defenses to adverse impact and disparate treatment (business necessity and BFOQ).
6. Understand EEOC recordkeeping and posting requirements and the process for filing a claim.
7. Describe affirmative action and the basic steps in developing an affirmative action program.
8. Discuss the legal definitions of sexual harassment (quid pro quo and hostile work environment).
9. List the major provisions of:
 - a. Civil Rights Act of 1964 and 1991
 - b. Executive Order 11246
 - c. Age Discrimination in Employment Act of 1967
 - d. Americans with Disabilities Act of 1990
 - e. Fair Labor Standards Act of
 - f. Equal Pay Act of 1963
 - g. Family and Medical Leave Act of 1993
 - h. Occupational Safety and Health Act of 1973

Chapter 5 – Individual Differences and Perception

1. Define individual differences and identify the general categories of individual differences that are important in work organizations (including KSA's and personality traits).
2. Describe the determinants of personality (heredity, environment, and situation) and identify the Big Five personality traits.
3. Describe how core self-evaluations, self-monitoring, and positive/negative affect influence individual behavior in organizations
4. Summarize the general nature of the perception process and explain how characteristics of the perceiver, the target, and the situation affect it.
5. Describe strong and weak situations and how the type of situation interacts with personality to determine behavior.
6. Identify the barriers to social perceptions.
7. Explain the attribution process, including:
 - a. Defining what attributions are
 - b. Differentiate between internal and external attributions and their underlying dimensions
 - c. Explain how the attribution process might influence the management of human resource and the biases in the attribution process.

Chapter 6 – Organizational Culture

1. Define the term organizational culture and identify the levels of culture.
2. Explain the four functions of organizational culture within an organization.

3. Describe the relationship between organizational culture and performance using the strong culture, the fit p, and the adaptation perspectives.
4. Explain the leader's role in shaping and reinforcing culture.
5. Define organizational socialization and describe the three stages of the socialization process.
6. Describe the individual and organization outcomes of successful socialization.
7. Explain how an organization's culture can impact the ethical behavior of organizational members.

Chapter 7 – Employee Recruitment

1. Explain the overall goals of the recruitment process from the organization's perspective.
2. Discuss the factors that influence the choice of recruiting method.
3. List and describe several recruiting methods an organization could use.
4. Discuss several pros and cons of both external and internal recruiting.
5. Explain how employment law influences recruiting.
6. Discuss the key features of a realistic job preview.
7. Identify why a realistic job preview might be useful for an organization.

Chapter 8 – Employee Selection

1. Describe the overall goal of a selection system.
2. Describe the two general employee selection models (person-job fit and person-organization fit).
3. Compare and contrast the different selection devices available to organizations.
4. Describe the characteristics of different types of selection interviews.
5. Define and describe what is meant by “reliability” and “validity” in the context of selection devices.
6. Describe and differentiate the two criterion-related validation strategies (concurrent and predictive).
7. Identify the four types of outcomes that result in the use of a selection device (e.g., true positives, false positives, true negatives, and false negatives).
8. Compare the relative merits of different methods of combining information from different selection devices to make selection decisions (compensatory, noncompensatory, etc.)
9. Identify the methods of combining information during selection as either compensatory or noncompensatory.

Chapter 9 – Socialization and Training

1. Discuss the relationship between HRM strategy and training.
2. Describe “firm-specific” and “general” skills.
3. Discuss the advantages and disadvantages of firm-specific and general skills for employers and employees.
4. Explain the connection between the firm-specific skill/general skill typology and the two types of socialization/training (i.e. for KSAs, for Cultural Enrichment). For example, is KSA training more likely to involve firm-specific or general skills?
5. List and discuss the four different forms of training evaluation.

Chapter 10–Work Motivation

1. Describe Maslow's Hierarchy of Needs and how it may influence employee behavior.

2. Compare and contrast Theory X and Theory Y.
3. Describe the three needs of McClelland's Needs Theory (achievement, power and affiliation).
4. Explain the difference between motivation factors and hygiene factors according to Herzberg's Motivator-Hygiene Theory and how these factor influence employee behavior.
5. Explain the basic principles of Equity theory.
6. Compare and contrast distributive justice and procedural justice.
7. Identify and explain factors that influence procedural justice perceptions (such as consistency, bias suppression, accuracy, correctability, representativeness, ethicality).
8. Explain why Expectancy Theory is the most comprehensive of motivation theories and how other theories can be incorporated within Expectancy Theory.
9. Define and distinguish between different types of reinforcement (positive reinforcement, negative reinforcement, punishment, extinction).
10. Explain how goal-setting can be an effective tool for managers.

Chapter 11 – Appraising and Improving Performance

1. List and differentiate the main purposes for performance appraisal.
2. Describe and differentiate the standards by which to judge performance measures.
3. Discuss in general the idea of assessing behavior and/or results of employees.
4. Discuss several factors (e.g. structure of job, cost, and fairness) that influence a firm's choice of a behavior or results-based assessment.
5. List and describe several rating errors that might influence performance ratings (e.g. leniency, contrast, halo/horns, etc.)
6. Discuss methods to improve subjective performance appraisals.

Chapter 12 – Compensation

1. Explain the types of compensation (hourly/salary, nonexempt/exempt).
2. List and discuss the internal and external factors that influence the wage mix.
3. Compare and contrast internal and external equity.
4. Identify and explain methods of job evaluation (Job Ranking, Job Classification, and Point System).
5. Describe how an organization would conduct a job evaluation using the point method.
6. Describe the major issues involved in collecting market wage data.
7. Describe how and why an organization combines job evaluation and market wage data to produce a compensation system.
8. Discuss the issues of broadbanding and wage compression.

Chapter 13 – Pay-for-Performance: Incentive Rewards

1. Explain the difference between a bonus and a raise.
2. Describe the pros and cons of specific individual incentive plans:
 - a. Contrast the differences between straight piecework, differential piece rate, and standard hour plans.

- b. Differentiate between merit raises and lump sum merit pay and explain the common problems with merit pay programs.
 - c. Describe the different types of sale incentive plans (straight salary, straight commission, and combined salary and commission).
- 3. Describe the pros and cons group incentive plans:
 - a. Differentiate between team compensation and individual incentive plans
 - b. Understand the basics of gainsharing.
- 4. Describe the pros and cons of enterprise incentive plans:
 - a. Describe the different types of profit-sharing plans.
 - b. Describe the main types of ESOP plans.
- 5. Describe executive compensation components, and explain how stock options work.

Chapter 14 – Job Design and Redesign

1. Define “job design.”
2. Compare and contrast “job” and “work.”
3. Identify the classical approaches to job design and explain each (including craft approach, the classical approach (scientific management), job enlargement, job rotation, and job enrichment.
4. Explain the basic principles of the Job Characteristics Theory, including the five core job characteristics, critical psychological states, and personal and work outcomes. Describe the role of the motivating potential score and growth need strength in this theory.
5. Describe how what others tell a person about a job shapes the worker’s perceptions about the job (Social Information Processing).

Chapter 15– Work Teams and Groups

1. Differentiate between groups and work teams. Identify the fundamental characteristics of an effective group.
2. Define and explain the concepts of norms, group cohesion, social loafing, groupthink, and loss of individuality as they relate to group behavior.
3. Explain the importance of diversity in work groups.
4. Describe Tuckman’s model of group formation.
5. Describe the punctuated equilibrium model of group behavior.
6. Identify the characteristics of a mature group/team.
7. Describe the task and maintenance functions in groups and teams.

Chapter 16 – Leader-Follower Relationships

1. Define “leadership” and explain how being a leader is different from being a manager.
2. Describe the two basic leadership styles identified by the Ohio State studies, and Michigan studies.
3. Discuss the “right situations” for low and high LPC leaders according to Fiedler’s Contingency theory.
4. Explain how followers and the work environment influence the appropriate leader behavior style in the Path Goal Theory.

5. Identify the personal and organizational outcomes of in-group members vs. out-group members in the Leader Member Exchange Theory.
6. Discuss how follower maturity is an important determinant of leadership style according to the Situational Leadership Model
7. Identify neutralizers of and substitutes for leadership. Explain why some situations do not require leadership behaviors.
8. Compare and contrast transformational, and charismatic leadership.
9. Discuss some of the emerging issues in leadership.

Chapter 17 – Satisfaction and Stress

1. Define the terms “job satisfaction” and “stress”.
2. Explain the general adaptation model of stress.
3. Define the term “burnout”.
4. Identify and describe the costs of dissatisfaction and stress in work organizations.
5. Define the terms “organizational commitment” and “organizational citizenship behaviors”.
6. Identify and describe the sources of work dissatisfaction and stress, including factors related to the physical and social environment, personal dispositions, task characteristics, and organizational role issues.
7. Discuss the actions through which organizations and/or employees can minimize work dissatisfaction and stress.

Chapter 18 – Employee Turnover

1. Identify several costs associated with employee turnover.
2. List and describe the different types of turnover (functional vs. dysfunctional; voluntary vs. involuntary).
3. Discuss why it is important for organizations to understand the different types of turnover.
4. Describe the psychological processes that influences voluntary turnover.
5. List several ways that organizations can reduce voluntary and involuntary turnover rate.
6. Describe how an organization determines the appropriate level of turnover.
7. Identify how an organization’s HRM strategy influences turnover and turnover costs.
8. Calculate organizational annual turnover rates.