MANAGEMENT OF HUMAN RESOURCES

Course and Instructor Information

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Course Focus, Content and Methods

This course provides a systematic exposure to the management of human resources in organizations. Course topics include human resource strategy; human resources and business performance; selecting and retaining human capital; compensation and reward systems; motivating and managing performance; friendship ties at work; conflict management and organizational justice; conflict management: new legal challenges; national and organizational culture impacts on HRM; leadership revisited; and organizational change. A main theme of the course is managing human resources for competitive advantage.

A variety of materials and methods are used in this course. Readings are drawn from scholarly, professional and business journals, textbooks, monographs and reports, and reflect a mix of disciplinary perspectives. Emphasis will be placed on the application of analytical frameworks and concepts drawn from the readings or presented in class by the instructor to "real world" situations, including those contained in cases assigned during the quarter. In addition, and for this course to work well, students must actively participate in class sessions. Some classes will feature guest speakers. Note that all readings and cases should be completed prior to the classes in which they will be discussed.

Course Materials

There is no textbook for the course. A packet containing all course readings and cases will be distributed prior to the start of the Spring Quarter 2007. All other items and materials will be distributed in class or otherwise provided by the instructor.
Electronic Access to Course Materials

Please note that I place copies of all course materials in files accessible to you on the course web page of the Anderson School. To access the files on this web page, go to the School’s homepage, select “Intranet”, click on “Course Homepages & Syllabi”, select “Management 469”, and then click on any individual file. In addition to the course syllabus, you’ll find files containing power point summaries of course readings and analytical frameworks introduced in class by the instructor, sample examination questions, selected reference articles, additional case exhibits, various data sets and sources, and other items. Check these files regularly because I update them from time to time.

Course Requirements

- One individual written case analysis due on the day that the case will be discussed in class. Please see the “Case Write-up & Presentation Guidelines, Case Summaries and Study Questions” document that accompanies this syllabus. 20% of grade.

- One group written case analysis and oral presentation due on the day that the case will be discussed in class. Please see the “Case Write-up & Presentation Guidelines, Case Summaries and Study Questions” document that accompanies this syllabus. 20% of grade.

- A final examination. 40% of grade.

- Class participation. 20% of grade.

Please note that the final examination for this course is an open-book, open-notes exam that will be distributed electronically on Saturday June 16 and must be completed and returned by (or before) 8:30am on Saturday, June 23.
EMBA CLASS OF 2007, MGT. 469, SPRING 2007
READINGS AND ASSIGNMENTS

Session #1  HUMAN RESOURCE STRATEGY
Friday, April 6 (am)


- Case #1: Southwest Airlines: Using Human Resources for Competitive Advantage (A)

- Case #2: Massachusetts Financial Services

Session #2  HUMAN RESOURCES AND BUSINESS PERFORMANCE
Friday, April 20 (pm)


- Case #3: Human Resource Management at Levi-Strauss: Techniques or Strategy?

Session #3  SELECTING AND RETAINING HUMAN CAPITAL
Saturday, April 21 (am)


- Case #4: Microsoft: Competing on Talent
Session #4  COMPENSATION AND REWARD SYSTEMS
Friday, May 4 (am)


•  Case #5: Performance Pay for MGOA Physicians (A)

•  Case #6: Executive Compensation at General Electric (A)

Session #5  MOTIVATING AND MANAGING PERFORMANCE
Friday, May 18 (am)


•  Case #7: The Firm-wide 360-Degree Performance Evaluation Process at Morgan Stanley; Rob Parson at Morgan Stanley (A) & (C)

Session #6  FRIENDSHIP TIES AT WORK: CAUSES & CONSEQUENCES
Saturday, May 19 (pm)


•  Case #8: Gerald Weiss
• Guest Speaker, Hilla Dotan, UCLA Anderson School of Management

Session #7  CONFLICT MANAGEMENT AND ORGANIZATIONAL JUSTICE
Saturday, June 2 (am)


• Case #9: Ron Perez (A)

Session #8  CONFLICT MANAGEMENT: NEW LEGAL CHALLENGES
Friday, June 15 (am)


• Guest Speaker: Mr. Kenneth Clark, Partner, Fenwick & West (Counsel for Xilinx)

Session #9  NATIONAL AND ORGANIZATIONAL CULTURE IMPACTS ON HRM
Saturday, June 16 (am)


• Case #10: Federal Express, Inc. (A) & (B)

NOTE: The Final Examination for the Mgt. 469 course will be distributed electronically at the end
of today’s class and must be completed and returned by (or before) 8:30am on June 23.

Session #10  LEADERSHIP REVISITED
Friday, June 22 (pm)


• Case #11: The House That Branson Built: Virgin’s Entry Into The New Millennium

Session #11  ORGANIZATIONAL CHANGE
Saturday, June 23 (am)


• Case #12: Meg Whitman at eBay, Inc. (A)

Session #12  STUDENT FEEDBACK & END-OF-PROGRAM CELEBRATION
Saturday, June 23 (pm)

• At Prof. Lewin’s Home

END OF COURSE