

**UCLA Anderson School of Management
EMBA Program**

**Management of Human Resources (Mgt. 469)
Course Syllabus**

Course Instructor and Teaching Assistant Information

Instructor: David Lewin, Neil H. Jacoby Professor of Management, Human Resources & Organizational Behavior

Course Focus, Content and Methods

This two-quarter course provides a systematic exposure to the management of people—human resources (HR)—in organizations. The main objective of the course is to enhance your knowledge of HR management and your ability to apply that knowledge to a variety of decision situations. In this regard, the main theme of the course is **managing human resources for competitive advantage**. Course topics include HR management strategy; HR and business performance; selecting and retaining human capital; employee engagement and branding; compensation and reward systems; motivating and managing performance; managing employment conflict; national culture impacts on HR management; leadership development and succession planning; and organizational change. The first six of these topics will be taken up during the winter quarter and the remainder during spring quarter.

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 and practitioner 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 featured in cases used in the course.** Pedagogically, the course combines lectures with class discussions, small group breakouts and presentations, and occasional guest speakers. Hence, for the course to work well students must actively participate in class sessions. **Readings and cases should be completed prior to the class sessions 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 winter quarter. All other items and materials will be distributed in class or otherwise provided by the instructor.

Electronic Access to Course Materials

I place copies of all course materials in files accessible to you on the course web site. To access these files, go to the Anderson School home page, select "My Anderson" to connect to the School's intranet, then select "Management 469," then select "downloads." The downloads file contains 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 periodically 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 SMR team written case analysis (or special topic write up) 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 mid-term examination. 20% of grade.

-A final examination. 20% of grade.

-Class participation. 20% of grade.

A Note About Mid-Term and Final Examinations

Both the mid-term and final examinations for this course are open-book, open-notes type of examinations and both will be administered electronically. The mid-term examination will be distributed electronically on February 9th at the end of class session #6; answers to mid-term examination questions must be submitted electronically by midnight on February 16th. The final examination will be distributed electronically on May 17th at the end of class session #10; answers to final examination questions must be submitted electronically by midnight on May 24th.

READINGS AND ASSIGNMENTS

Session #1 Human Resource Management Strategy

Friday, January 11 (9:00am-12:30pm)

- D. Lewin & D.J.B. Mitchell. 1995. "Human Resource Strategy." In Lewin & Mitchell, Human Resource Management: An Economic Approach. Cincinnati, OH: South-Western, pp. 24-46.
- J.N. Baron & M.T. Hannan. 2002. "Organizational Blueprints for Success in High-Tech Start Ups." California Management Review, 44: 8-34.
- Case #1: Massachusetts Financial Services

Session #2 Human Resources & Business Performance

Saturday, January 12 (1:30-5:00pm)

- J. Pfeffer & J.F. Veiga. 1999. "Putting People First for Organizational Success." Academy of Management Executive, 13: 37-48.
- P. Norlander. 2011. "Hoping for HR: How Novel HR Practices and Improved Execution of HR Best Practices Can Boost Global Business Performance." Working Paper, UCLA Anderson School of Management.
- Case #2: Human Resource Management at Levi-Strauss: Techniques or Strategy?

Session #3 Selecting & Retaining Human Capital

Friday, January 25 (9:00am-12:30pm)

- E.E. Lawler, III. 2008. "Managing Talent." In Lawler, Managing Talent: Making People Your Competitive Advantage. San Francisco, CA: Jossey-Bass, pp. 63-98.
- T. Butler & J. Waldrop. 1999. "Job Sculpting: The Art of Retaining Your Best People." Harvard Business Review, 77: 144-152.
- Case #3: Microsoft: Competing on Talent

Session #4 Employee Engagement and Branding

Saturday, January 26 (8:30am-12:00pm)

- J.H. Fleming, C. Coffman & J.K. Harter. 2005. "Manage Your Human Sigma." Harvard Business Review, www.hbrreprints.org, 83: 2-10.
- S.J. Miles & W.G. Mangold. 2005. "Positioning Southwest Airlines through Employee Branding." Business Horizons, 48: 535-545.
- Case #4: Internal Branding at Yahoo!: Crafting the Employee Value Proposition

Session #5 Motivating & Managing Performance

Friday, February 8 (1:00-3:30pm)

- Isaac, R.G., W.J. Zerbe & D.C. Pitt. 2001. "Leadership and Motivation: The Effective Application of Expectancy Theory." Journal Of Managerial Issues, 8: 212-226.
- D. Lewin & D.J.B. Mitchell. 1995. "Appraisal and Reward." In Lewin & Mitchell, Human Resource Management: An Economic Approach. Cincinnati, OH: South-Western, pp. 179-206.
- Case #5: The Firm-wide 360-Degree Performance Evaluation Process at Morgan Stanley; Rob Parson at Morgan Stanley (A), (B) & (C)

Session #6 Compensation & Reward Systems

Saturday, February 9 (8:30am-12:00pm)

- B. Gerhart & S. L. Rynes. 2003. "Pay Strategy." In Gerhart & Rynes, Eds., Compensation: Theory, Evidence, and Strategic Implications. Thousand Oaks, CA: Sage, pp. 227-256.
- M.C. Sturman. 2006. "Using Your Pay System to Improve Employees' Performance." Center for Hospitality (CHR) Reports, 6: 4-18. Ithaca, NY: Cornell University School of Hotel Administration.
- Case #6: Performance Pay for MGOA Physicians (A)
- Mid-Term Examination

Session #7 Managing Employment Conflict

Saturday, April 6 (1:30-5:00pm)

- D. Lewin. 2008. "Resolving Conflict." In P. Blyton, N. Bacon, J. Fiorito & E. Heery, Eds., The Sage Handbook of Industrial Relations. London, UK: Sage, pp. 447-467.
- D. Lewin. 2011. "Resolving Employment Disputes Through the Courts: Recent Evidence from Managerial Misclassification and Independent Contractor vs. Employee Status Litigation." Working Paper Presented to the Labor & Employment Relations Association 63rd Annual Meeting, Denver, CO, January.
- Case #7: The Treadway Tire Company

Session #8 National Culture Impacts on HRM

Friday, April 19 (9:00am-12:30pm)

- G. Hofstede. 1980. "Motivation, Leadership and Organization: Do American Theories Apply Abroad?" Organizational Dynamics, 12: 42-63.
- H.R. Nalbantian, R.A. Guzzo, D. Kieffer & J. Doherty. 2005. "Making Acquisitions Work:

Human Capital Aspects of Due Diligence and Integration.” In L. Woerner, Ed., Reflections on M&A: Capturing the Value of the Deal. New York, NY: Mercer HR Consulting, pp. 39-48.

- Case #8: Federal Express, Inc. (A) & (B)

Session #9 Organizational Change

Friday, May 3 (9:00am-12:30pm)

- M.L. Tushman and C.A. O’Reilly. 1996. “Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change.” California Management Review, 38: 8-30.
- J. Kotter. 2007. “Leading Change: Why Transformation Efforts Fail.” Harvard Business Review, 85: 2-9.
- Case #9: Stone Finch, Inc.: Young Division, Old Division

Session #10 Leadership Development & Succession Planning

Friday, May 17 (1:30-5:00pm)

- P. Cappelli. 2008. “Talent Management for the 21st Century.” Harvard Business Review, 86: 74-81.
- K.D.D. Roglio & G. Light. 2009. “Executive MBA Programs: The Development of the Reflective Executive.” Academy of Management Learning & Education, 8: 156-173.
- Case #10: Meg Whitman at eBay, Inc.
- Final Examination

End of Course

