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126 Willard

Syllabus

IRHR 505 Graduate Seminar in Human Resources Fall 2004

216 Willard
Thursday 4:00-7:00 p.m.

This course provides an overview of the changing field of human resource (HR) management. Through readings and discussions, we will cover both the basic HR functional areas as well as the larger strategic issues facing HR managers today. Cases and examples from a range of industries will be incorporated. The course is intended to provide a graduate level introduction to the field for students with an interest in this area.

Required Texts:

All readings are mandatory.

Susan E. Jackson and Randall S. Schuler. 2003. *Managing Human Resources Through Strategic Partnerships*, eighth edition. Mason, OH: Thomson.

Additional articles listed in the syllabus are available at no cost through the Penn State library electronic course reserve system. To access them, go to <http://cat.libraries.psu.edu>, click on "Course Reserves," select the instructor "Briscoe." Articles can be printed or read on-line. Readings may be added or adjusted during the term.

Two additional required readings are available through Harvard Business School Press: the SAS Institute and Southwest Airlines case studies. These two readings can be purchased on-line for a small fee at <http://harvardbusinessonline.hbsp.harvard.edu>. Links to the cases are also provided in the electronic course reserve. (This distribution method is more cost effective for students than the alternative of a course packet.)

Office Hours:

Unless otherwise posted, office hours this term will be Tuesdays and Thursdays 10:00-11:30 a.m., and by appointment.

Teams:

Each student will be assigned to a three-person Case Team for case analysis, and a different three-person Project Team for the team project.

Grading:

Grades will be based on the following:

Individual class participation – 10%

Students will be expected to have done readings assigned in advance of class. Come prepared to discuss the material assigned, including the regular reading and the Discussion Cases. Class participation grades will be based on both the quantity and quality of participation.

Individual discussion-question emails – 10%

Before the start of each class, students are expected to email three questions to Prof. Briscoe that emerged from their reading that week and which they would be interested in discussing during class. [ADD]

Team case memos – 20%

There are five Analysis Cases during the term. On days when an Analysis Case is due, each Case Team will be asked to hand in a 1-2 page case memo at the beginning of class. The memo should summarize the key issues in the case, briefly analyze those issues, and suggest alternative action(s) that might improve the situation.

Literature review paper – 30%

Papers will examine a current issue in human resource management, review the research literature addressing the issue, and analyze the implications of research on this issue for management practice. Papers should be approximately 10 pages in length. A list of suggested topics will be distributed, but students are welcome to propose alternate topics. However all paper topics must receive prior approval from the instructor.

Literature review paper topic due Thursday, October 14, 2004

Literature review paper due Thursday, November 11, 2004

Team project and presentation – 30%.

For the team project, each team will analyze the human resource issues and challenges facing an industry or company. The team will prepare a presentation on their topic that will be presented during the final class of the term. The team will also write a final project paper of 15-20 pages in length. Each individual member of the team must be assigned primary responsibility for a section(s) of the paper of at least 4 pages in length and accompanying the paper must be a list indicating which team member was responsible for which section of the paper. The 30% of the overall grade for the team project and presentation will include the following components: 5% for the team presentation; 10% for the team paper; and 15% for the section of the paper for which the individual team member is responsible.

Industry projects: There are a number of industries for which extensive academic and popular/industry press information is available, e.g. automobiles, steel, telecommunications, health care, etc. If you choose to do an industry project, you will be expected to review the literature on the industry and prepare a written report of 15-20 pages in length on the HR issues of that industry. Your project should provide enough background that the reader can understand the human resource setting of the industry as well as whatever current challenges are facing HR managers in the industry. The types of themes the project could address include:

What are the factors in this industry's environment affecting the human resource management function?

What are jobs like in this industry? What training or education do employees have? Are there skills/training shortages?

What are compensation levels in this industry?

How is technology affecting human resources in the industry?

What types of human resource strategies are companies in the industry pursuing? Are companies emphasizing downsizing, employee involvement, or outsourcing?

What would be your recommendations for future planning in the human resource area for companies in this industry?

Company projects: If you are doing a company project, you will need to do an in depth analysis of the human resource practices of the company and any challenges it is facing. For a successful company project, access to the company is generally the greatest barrier. If you do not have a company readily available that would be willing to provide you with access, I would recommend taking the industry project route where you can rely on publicly available secondary sources of information. However, for students who have access to a company through work or other connections and would like to do an in-depth examination of the company, this option is available. The themes to be addressed in a company project should be similar to those for the industry project, but with a much greater focus on the specific context of the organization you are studying.

Team project presentations will be on Thursday, December 9, 2004.

Team project papers are due on Monday, December 13, 2004.

Grading system:

Letter grading will follow this point system:

F	D	C	C+	B-	B	B+	A-	A
0-59.9	60-69.9	70-75.9	76-79.9	80-82.9	83-86.9	87-89.9	90-93.9	94-100

Late Papers:

Late papers will have 10% deducted from the grade on the paper for each late day (including weekends and holidays). Save and print out copies of your papers as you are working on them. Your problems with deleted files or other computer issues are not an acceptable excuse for failing to turn in a paper when due. It is your responsibility to submit a hard copy of your paper. Do not expect your instructor to print out copies of papers. Emailed papers will not be accepted. Please be aware that failure to submit papers will result in a grade of zero on that paper and will seriously jeopardize your overall grade in the course.

Academic honesty:

University Faculty Senate Policy 49-20 concerning Academic Dishonesty states: "Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabricating of information or citations, facilitating acts of academic dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students."

Any instance of academic dishonesty will result in penalties, which may include failure of the course and possible dismissal from the university. All sources used in preparation of papers should be appropriately cited and referenced. Any time you are copying material from a source, it needs to be in quotes and properly referenced. Full and frequent citation of sources is an appropriate and encouraged academic practice; failure to cite sources is not. Unauthorized submission of work that has also been submitted for another course, the practice commonly known as 'double-dipping', is included within the definition of academic dishonesty and will be subjected to penalties. It is the responsibility of students to know what constitutes plagiarism. Additional guidance on academic integrity questions is provided on the College of Liberal Arts website at <http://laus.la.psu.edu/integrity>

Disability accommodations:

The Pennsylvania State University encourages qualified persons with disabilities to participate in its programs and activities. If you anticipate needing any type of accommodation in this course or have questions about physical access, please tell the instructor as soon as possible.

Week 1: Thursday, Sept. 2, 2004

Introduction to HR

J&S Chapter 1. Managing Human Resources through Strategic Partnerships.

Week 2: Thursday, Sept. 9, 2004

(A) Job Analysis

J&S Chapter 6. Using Job Analysis and Competency Modeling as the Foundation for the HR System.

Schipman, et al. 2000. "The Practice of Competency Modeling." *Personnel Psychology*, 53, 703-740.

(B) Recruitment & Retention

J&S Chapter 7. Recruiting and Retaining Qualified Employees.

Discussion case:

"Job Descriptions at HITEK" (J&S pp. 244-7).

Week 3: Thursday, Sept. 16, 2004

Selection

J&S Chapter 8. Selecting Employees who Fit the Job and the Organization.

J&S Appendix: Statistics for HR Managers (pp. 733-41)

Pulakos and Schmitt. 1995. "Experience-Based and Situational Interview Questions: Studies of Validity." *Personnel Psychology*, 48, 289-308.

Schneider. 1998. "Personality and Organizations: A Test of the Homogeneity of Personality Hypothesis." *Journal of Applied Psychology* 83, 462-470.

Analysis Case:

Pfeffer. 1998. SAS Institute (A): A Different Approach to Incentives and People Management Practices in the Software Industry." Stanford Case #HR6.

Case Memo Due.

Week 4: Thursday, Sept. 23, 2004

Training & Development

J&S Chapter 9. Training and Developing a Competitive Workforce.

Morrow, Jarrett, and Rupinski. 1997. "An Investigation of the Effect and Economic Utility of Corporate-Wide Training." *Personnel Psychology*, 50, 91-119.

Cappelli, Bassi, Katz, Knoke, Osterman and Useem. 1997. *Change at Work*. Chapter 4: Job Training Programs and Practices, 122-153.

Discussion Case:

Geber. 1994. "A Clean Break for Education at IBM." *Training*, 31, 33-37.

Week 5: Thursday, Sept. 30, 2004

Fair Treatment and Diversity

J&S Chapter 3. Ensuring Fair Treatment and Legal Compliance for a Diverse Workforce.

Colvin. 2002. "Adoption and Use of Dispute Resolution Procedures in the Nonunion Workplace." *Industrial and Labor Relations Review* 55(4), 573-594.

Bailyn, Drago, and Kochan. 2001. *Integrating work and family life: A holistic approach*. Executive summary.

Analysis Case:

(1) Loveman. 1990. "The Case of the Part-time Partner" *Harvard Business Review*.

(2) Kochan. 2002. "Part Time Partner Redux: So We Solved the Problem, Didn't We?"

Case Memo Due.

Week 6: Thursday, Oct. 7, 2004

Performance Appraisal

J&S Chapter 11. Measuring Performance and Providing Feedback.

Atkins and Wood. 2002. "Self- Versus Others' Ratings as Predictors of Assessment Center Ratings: Validation Evidence for 360-Degree Feedback Programs." *Personnel Psychology*, 55, 871-904.

Discussion Case:

"So You Want to be a Manager?" (J&S p. 499)

Week 7: Thursday, Oct. 14, 2004

Compensation

J&S Chapter 10. Developing an Overall Approach to Compensation.

Steinberg. 1992. "Gendered instructions: Cultural lag and gender bias in the Hay system of job evaluation." *Work & Occupations*, 19, 387-423.

Discussion Case:

"Comparable Worth Finds Rockdale", pp. 447-8.

Literature review paper topics due.

Week 8: Thursday, Oct. 21, 2004

Performance Based Pay

J&S Chapter 12. Using Performance-Based Pay to Enhance Motivation.

Kerr. 1975. "On the Folly of Rewarding A, While Hoping for B." *Academy of Management Journal* 18: 769-783.

Pfeffer. 1998. *The Human Equation* Chapter 7: "How common approaches to pay cause problems." (pp. 195-224)

Analysis Case:

"The Lincoln Electric Company" (J&S pp. 695-713)

Case Memo Due.

Week 9: Thursday, Oct. 28, 2004

(A) Benefits

J&S Chapter 13. Providing Benefits and Services.

Salisbury. 1999. "The State of Private Pensions." In *Perspectives on Work* 3(2): 40-43.

Maxwell, et al. 2000. "Corporate Health Care Purchasing and the Revised Social Contract with Workers." *Business & Society*, 39, 281-303.

(B) Workplace Health & Safety

J&S Chapter 14. Promoting Workplace Safety and Health.

Analysis Case:

Schlosser. 2002. *Fast Food Nation*, Chapter 8: "The Most Dangerous Job" (pp. 169-192).

Case Memo Due.

Week 10: Thursday, Nov. 4, 2004

(A) Strategic Alignment

J&S Chapter 4. Creating Organizational Alignment.

(B) Outsourcing

Baron and Kreps. 1999. *Strategic Human Resource Management*. Chapter 18: "Outsourcing" (pp. 446-470).

Analysis Case:

O'Reilly and Pfeffer. 1995. "Southwest Airlines: Using Human Resources for Competitive Advantage" Stanford Case Study #HR-1A.

Case Memo Due.

Week 11: Thursday, Nov. 11, 2004

HR and New Work Systems

MacDuffie and Krafcik. 1992. "Integrating Technology and Human Resources for High Performance Manufacturing: Evidence from the International Auto Industry." In Kochan and Useem, *Transforming Organizations*, 209-244.

Osterman. 1994. "How Common is Workplace Transformation and Who Adopts It?" *Industrial and Labor Relations Review* 47(2), 173-188.

Huselid. 1995. "The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance." *Academy of Management Journal*, 38(3), 635-672.

Ichniowski, Kochan, Levine, Olson, and Strauss. 1996. "What Works at Work: Overview and Assessment." *Industrial Relations*, 35(3), 299-333;

No case.

Literature Review Paper due.

Week 12: Thursday, Nov. 18, 2004

(A) HR During Change

J&S Chapter 5. HR Planning for Strategic Change.

Pfeffer. 1998. *The Human Equation*. Chapter 6: "The 'New Employment Contract' and the Virtual Workforce" (pp. 161-194)

(B) Globalization

J&S Chapter 2. Understanding The Global Environment.

Hastings. 1999. "Lincoln Electric's Harsh Lessons from International Expansion." *Harvard Business Review* Reprint #99305.

Locke. 2003. "The Promise and Perils of Globalization: The Case of Nike." *MIT Sloan School of Management*.

Discussion Cases:

Kochan. 1999. Cisco Systems. MIT Sloan School of Management.

Kochan. 1999. Lucent Technologies. MIT Sloan School of Management.

Kochan. 1999. Eastman Kodak. MIT Sloan School of Management.

No Class, Thanksgiving: Thursday, Nov. 25, 2004

Week 13: Thursday, Dec. 2, 2004

The Future Role of HR

J&S Chapter 16: Understanding the HR Profession.

Baron and Kreps. 1999. *Strategic Human Resource Management*.
Chapter 20: "Organizing HR" (pp. 503-536).

Pfeffer. 1997. "Pitfalls on the Road to Measurement: The Dangerous Liaison of Human Resources with the Ideas of Accounting and Finance," *Human Resource Management Journal*, 36, 357-365.

Briscoe. 2004. "HR Vs. Finance: Who Controls Health Benefits and Does it Matter?" Forthcoming, *Advances in Industrial and Labor Relations*

No case.

Week 14: Thursday, Dec. 9, 2004

Final Project Presentations

Final Project Paper due: Monday, Dec. 13, 2004

End of Syllabus