

## MBA 631 - Human Resources Management

### Instructor

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### Course description

This course is designed to acquaint students with best practices for leveraging the competitive value of human capital in organizations. Students will be exposed to current issues and practices associated with workforce management, including the legal and regulatory elements of managing employees, staffing, job analysis, performance management, discipline, compensation systems, benefits and termination. A strategic approach will be emphasized which encompasses methods of measuring the financial implications of human resource practices and exposure to a balanced scorecard approach to human resources management.

### Textbook

Snell, S. & Bohlander, G. (2013). *Managing Human Resources 16e*. Cengage Learning, ISBN: 10: 1111532825

### Learning Objectives

1. be able to evaluate and apply human resource management procedures to organizational strategy by completing a balanced scorecard approach to human resources
2. be adept at computing the financial implications (risks and returns) of various human resources issues such as employee absenteeism, turnover, and the return on investment of employee training, among others
3. be knowledgeable about employment legislation including employment discrimination, employee privacy, termination and be able to develop policies and procedures to address specific situations
4. know how to make informed decisions related to employee selection, performance management, compensation, incentives and benefits, employee relations (privacy, violence, safety and health), and organizational exit
5. appreciate the importance of job analysis procedures and job description development to other human resources practices including employee selection, training, performance appraisal, and compensation
6. be able to develop policies and procedures that optimize human capital and provide a competitive advantage for organizations
7. be able to make good human resources decisions by developing skills in critiquing a range of reading material associated with human resource management practices, including scholarly and practitioner sources

## Course Outline

- Week 1 : Current challenges in workforce management
- Week 2: Strategic workforce management; Balanced HR scorecard
- Week 3: Equal employment opportunity; anti-discrimination laws, affirmative action
- Week 4: Job analysis, job descriptions, and alternative work arrangements
- Week 5: Staffing: recruitment, selection and workforce planning
- Week 6: Performance management and appraisal
- Week 7: Talent management
- Week 8: Developing compensation systems
- Week 9: Presentations
- Week 10: Competitive employee benefits
- Week 11: Employee rights, disciplinary practices and termination
- Week 12: Creating high-performance work systems
- Week 13: Employee Relations
- Week 14: Global human resource management
- Week 15: Presentations
- Week 16: Final