MGT/P/B 224: Managing People in High-Performance Organizations

Course Overview, Readings, Requirements, and Schedule

Course Overview

In the course of your career you will need to make decisions regarding how to manage, compensate, and motivate people. These are not trivial decisions; they have distinct consequences that can affect the success of your organization. As many managers and organizations now realize, effectively managing an organization's human assets can serve as a key source of competitive advantage. As such, decisions about managing people must be carefully thought out with regard to the organization's strategy, culture, and goals.

This course is designed for students to gain understanding and sensitivity to fundamental issues involved in the successful management of policies and practices related to human resources. In MGT/B/P 224, we will explore the different choices firm make in governing and managing their workers--decisions as to wages, benefits, performance evaluation, working conditions, etc. We will analyze evidence-based approaches to management of a firm's human resources and the consequences of choices managers make regarding policies and practices. The general goal is to enable you to think strategically and analytically about managing an organization's human assets.

It is important to note that this course is not specifically geared towards those interested in specializing in human resource management. Its primary focus is not on the technical or operational details of personnel administration, but rather on establishing the connections between human resource management and other concerns of general management.

This course is divided into two sections. In the first, we consider the importance of alignment of human resource practices with a firm's strategy and consider a set of elements that constitute an HR system (e.g. recruitment, selection, performance evaluation). In the second, we consider a set of issues particularly relevant to managing current organizations (e.g. managing geographically dispersed teams, work-life balance, diversity).

Course Requirements and Grading

Group Project	35%
Individual Case Analyses	30%
Participation	35%

Required Readings   Course packets found on Study.net and Harvard Business Publishing

There is no textbook for the course. The readings are drawn from a number of sources. They include some academic articles, excerpts from longer works, cases, and short articles from the popular and business presses. Some additional materials may be distributed as the course progresses.

Your grade will be based on

      (1) A group project analyzing the employment practices of 1 organization of your choice from the vantage of 2 class topics. The project will consist of an in-class group presentation on the final day of class. It is due **Session 10** and is worth **35%** of your grade. More details will be given on the project as the quarter gets underway.

      (2) Three individual case analyses of your choosing (based on the Case Analysis Questions for Sessions 2-9), which are together worth **30**% of your grade. <u>Papers cannot exceed 3 double-spaced pages in length.</u> Good analyses will present the case issues in relation to the course concepts and the other readings for relevant sessions. Written case analyses are due at the beginning of their respective class sessions.

      (3) Participation. Participation counts for **35%** of your grade, and includes class attendance, informed involvement in class discussions, cases and exercises. Attendance is critical for your learning in the class – if you cannot attend class, make sure to notify me in advance via e-mail. Participation is evaluated seriously: I appreciate timely, relevant, and interesting contributions that are constructive and contribute toward moving the discussion forward.

      (4) I use the following scheme to grade student participation in each class:
            3: Excellent
            2: Good
            1: Satisfactory
            0: Absent with reasonable cause and advance notification;
            -3: Absent without cause

Notice! For all written assignments:
1. I do not accept late papers.
2. Please adhere to all page limits, using double spacing (and no fiddling with margins, either!). Any excess material will be ignored.
3. In my evaluations, I take into account the quality of writing and presentation, the use of examples, and correctness of spelling and usage in assigning a grade.

Academic Integrity: All students who take this course are governed by the Univ. of California's standards of ethical conduct for students. These sections set forth the responsibilities of students and faculty to maintain a spirit of academic honesty and integrity. It is essential that you are aware of this code of conduct and the disciplinary actions that may be taken in the event of a violation. A copy of the Code of Academic Conduct may be found in your student handbook or at the Code's webpage (http://sja.ucdavis.edu/files/cac.pdf). Further details may be obtained from the GSM Associate Dean or the Office of Judicial Affairs.

Winter 2018: Class Schedule and Reading Assignments

Session 1: Introduction, Engagement

<u>Assigned readings:</u>

- Garton and Mankins, HBR, Engaging Your Employees is Good, But Don't Stop There
- Cappelli, HBS, Why We Love to Hate HR…and What HR Can Do About It
- Case: Trouble at Tessai

Session 2: Alignment of HR Practices

<u>Assigned readings:</u>

- "Consistent HR Practices," Baron and Kreps, *Strategic Human Resources*, Ch. 3.
- <u>Case</u>: "Club Med" A and "Club Med" B
  Case Analysis Questions:
    1. Describe key aspects of Club Med's HR system, including recruitment, training, placement, and performance evaluation
    2. Identify and describe ways in which these HR dimensions support one another, linking your empirical analysis to concepts from the Baron & Kreps reading
    3. Identify misalignments between these HR dimensions, linking your empirical analysis to concepts from the Baron & Kreps reading

Session 3: Staffing & Recruitment

<u>Assigned readings:</u>

- Capelli and Holmes, Recruiting, HBR
- Case: Moonka Auto: Recruiting Salespeople
  <u>Case Analysis Questions:</u>
    o Describe key aspects of recruitment process at Moonka Auto, including the applicant pool targeted, methods used to locate and encourage the "right kinds" of applicants. Evaluate each aspect of this process and how well it is working.
    o What is your evaluation of the process used by the firm? Be sure to employ concepts from your readings.
    o What is your recommendation for recruiting new salespeople for the new office location? Again, be specific and use insights from the conceptual readings wherever possible.

Session 4. Interviews

- Chapter 5, Work Rules! Don't Trust Your Gut
- Bohnet, How to Take the Bias Out of Interviews
- <u>Case</u>: S.G. Cowan: New Recruits
  Case Analysis Questions:
    1. Describe key aspects of recruitment and selection process at S.G. Cowen, including the applicant pool targeted, methods used to locate and encourage the "right kinds" of applicants, and the selection process.
    2. What is your evaluation of the process used by the firm? Be sure to employ concepts from your conceptual readings to inform your analysis.

Session 5: Performance Evaluation
Initial Project Status Report Due
Your group should submit a short written summary that includes:
- *Group members' names and emails*
- *The organization you are going to study*
- *The contacts you have established (or plan to)*

Have one representative from your group prepared to give a quick summary to the class that includes the organization you plan to study and contacts at that organization you plan to interview (or how you plan to go about establishing those contacts). You should also note any interesting issues you hope to investigate and any questions/concerns you have regarding your project during this report.

Assigned Readings
- Buckingham and Goodall, Reinventing Performance Management HBR
- Chapter 7, Work Rules! Why Everyone Hates Performance Management, and What We Decided to Do About It
- Case: Performance Management at Vitality Health Enterprises, Inc.
  Case Analysis Questions:
  1. Describe key aspects of the new performance review system at Vitality Health. Evaluate the strengths and weaknesses of this system, using insights from the conceptual readings to inform your analysis.
  2. Should the new performance review system be revised? What changes would you recommend, and how should these be implemented? Be sure to use insights from the conceptual readings to inform your analysis.

Session 6. Incentive Systems & Goal Setting
Assigned Readings
- Baron & Kreps. Pay for performance. Ch 11. Pgs. 245-271.
- Case: Marshall & Gordon: Designing an Effective Compensation System
  Case Analysis Questions:
  1. You are Kelly Browne, the CEO of Marshall & Gordon, and you are committed to pursuing a strategy that adds executive positioning to your traditional public relations services. What challenges does this new strategy create inside your firm? How does the existing compensation system encourage or discourage behaviors that are needed to support the firm's new strategy?
  2. What (if any) changes do you need to make to the firm's compensation system? What behaviors would these proposed changes encourage? What risks might be associated with those changes? In your evaluation, be sure to draw upon insights from the conceptual reading where relevant.

Session 7: Managing Geographically Dispersed Employees and Teams
Assigned Readings
- Greenberg et al. Creating and sustaining trust in virtual teams.
- Dychtwald, Erickson, and Morison. Flexible work arrangements: Why you need them now and how to make them work.
- Case: MD Solutions: Working from Home
  Case Analysis Questions:
  1. How is work structured and coordinated at MD Solutions? Describe how roles, responsibilities, and relationships were structured within this organization. What about this structure makes MD Solution's current flexible work policies more or less effective?
  2. Outline and describe how you would implement a flexible work program that would best fit with MD Solution's current structure. Be sure to consider whether and how this would address Ashwani's specific case. Also be sure to integrate case details with insights from the Dychtwald, Erickson, and Morison chapter to develop a complete, nuanced analysis.

Session 8: Work-life policies
Assigned Readings
- Case 1: Hochschild. The Time Bind. Chapters 2 – 4.
- Case Analysis Questions:
  1. What is the organizational culture like at Amerco, and how does this shape work/life balance for its employees?
  2. Amerco is trying to address workers' strain by offering a variety of family friendly policies, but workers take advantage of these to a very limited extent. What are these policies, and what is blocking workers from utilizing them?
  3. What steps can Amerco do to change this situation? Is it in Amerco's interests as an employer to do more than it is currently doing?
- Case 2: Alex Montana at ESH Manufacturing Co.

Session 9: Managing Diversity in the Workplace
Assigned readings:
- Dobbin and Kalev, Why Diversity Efforts Fail and what works better
- Case: Global Diversity and Inclusion at Royal Dutch Shell (A) (Abridged) - Harvard Business Publishing Product No. 610-056.
  Case Analysis Questions:
  1. What is the business case for Diversity and Inclusion at Shell? Is this case compelling? Why or why not?
  2. How would you evaluate Shell's progress in Diversity and Inclusion to date? Apply ideas from the conceptual reading to case details to inform your evaluations.
  3. What specific recommendations in terms of Diversity and Inclusion would you have for Voser as Shell gets ready to embark on its substantial downsizing efforts?

Session 10: Final Project Presentations