

Human Resource Management - Bus. Mgt. 327 - BYU-H

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Aloha! Malo e Lelei! Bula! Kia Ora! Talofa!

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Welcome, friends, to this semester's course on dealing with people in corporations, their hopes, dreams, managerial challenges, and more. As a visiting professor here at BYU-H from the U.S. mainland, I look forward to a fun year here in Laie, learning much about Polynesia, the history and culture of various island nations, and collectively working with you to have a meaningful educational experience.

About Me: I earned a Ph.D. from the great University of Michigan in Ann Arbor, have been a visiting professor in Brazil, and am now here for the next 12 months. I've done a lot of management consulting with diverse firms including Japan Airlines in Tokyo, General Motors in Detroit and New Jersey, Weirton Steel in West Virginia, Poland's National Telecommunications Co. in Warsaw, VSI Corp. in California, Banco do Brasil in Sao Paulo, US Steel in Pittsburgh, PA, worker cooperatives in rural Mexico, city governments like St. Petersburg, Florida, Moscow, Russia, Grand Rapids, MI, tribal firms on the Navajo Nation, and more including nonprofits, hospitals, state governments, etc. So, we'll draw on considerable practical experiences I've had in fleshing out the importance of people in a range of companies.

Human Resource Management: HRM is a central function of any organization. Generally, 50 percent or more of an organization's operating budget is used to pay the people who work there. HR management can be defined as the effective use of human capital in an organization through the management of people-related activities. It involves leadership, values, employment planning, recruiting and selecting employees, training and compensating them, collective bargaining, and evaluating people's performance. HR also significantly influences the corporate culture and norms. Other topics this semester may include critical thinking for managers, development, security, work-place environment, industrial relations, auditing, and multicultural issues.

This is a 3-hour course having a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the 'real world.' for future managers on using human resources as an organizational asset contributing to organizational objectives. Topics include planning, development, hiring, training, compensation, security, work-place environment, employee-management relations, auditing, and multicultural issues.

"Train people well enough so they can leave. Treat them well enough so they don't want to." - Sir Richard Branson, British business magnate, author, founder of Virgin Airlines and more

HRM course Outcomes:

Upon completion of this course, students will be able to:

- Be familiar with the terminology, concepts, and practices of human resource management.
- Be able to carry out the responsibilities and duties associated with human resource management.
- Gain a profound appreciation for the values of human capital and understand that human resources are the key to achieving organizational goals.
- Know the strategic role of human resources in planning, staffing development, compensation and benefits, safety and health, employee and labor relations in an organization's operations.
- Understand that all managers at all levels are involved in human resource management.

“There is no power in the world that can stop the forward march of free men and women when they are joined in the solidarity of human brotherhood.” - *Walter Reuther, President of the United Autoworkers' Union, 1970 UAW Convention*

This semester's readings:

a - Text: *Human Resource Management: A General Manager's Perspective* (1985) by my Harvard colleagues Michael Beer, Bert Spector, Paul Lawrence, Quinn Mills, and Dick Walton. This required course textbook is available at the BYU-H campus bookstore at 55-220 Kulanui St., Bldg. 5.

b - Additional course readings: This course will also have 5 HRM case studies which are required to be read and analyzed. They include studying the 'HP Way' at *Hewlett-Packard*; *Mondragon*, a coalition of 126 worker-owned cooperatives in the Basque Country of northern Spain; Don Burr and the *People Express* approach to human resource management; the employee buyout of *GM's large Hyatt Clark factory* in which I consulted its UAW labor union on buying as a 100 percent employee-owned ESOP; *McKinsey and Company's* consulting in managing HRM global knowledge with clients.

Grading Process:

In determining your final grade, the following requirements must be met:

Complete assigned readings for each day's schedule

Participate actively in class discussions, making insightful comments

Do well in the pop quizzes throughout the semester

Submit a well-written paper on a key aspect of HRM practices

Obtain at least a 70 percent score on the final exam

“I am convinced that nothing we do is more important than hiring and developing people. At the end of the day, you bet on people, not on strategies.”

Lawrence Bossidy, CEO of Allied Signal

Mahalo! Good luck in having a great class!