

**UCLA ANDERSON SCHOOL OF MANAGEMENT  
EMBA CLASS OF 2007, MANAGEMENT 469, SPRING 2007**

**MANAGEMENT OF HUMAN RESOURCES**

**Course and Instructor Information**

Instructor: David Lewin, Neil Jacoby Professor of Management, Human Resources and Organizational Behavior; Senior Associate Dean for the MBA Program  
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**Course Focus, Content and Methods**

This course provides a systematic exposure to the management of human resources in organizations. Course topics include human resource strategy; human resources and business performance; selecting and retaining human capital; compensation and reward systems; motivating and managing performance; friendship ties at work; conflict management and organizational justice; conflict management: new legal challenges; national and organizational culture impacts on HRM; leadership revisited; and organizational change. A main theme of the course is managing human resources for competitive advantage.

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 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 contained in cases assigned during the quarter.** In addition, and for this course to work well, students must actively participate in class sessions. Some classes will feature guest speakers. Note that all readings and cases should be completed prior to the classes 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 Spring Quarter 2007. All other items and materials will be distributed in class or otherwise provided by the instructor.

## **Electronic Access to Course Materials**

Please note that I place copies of all course materials in files accessible to you on the course web page of the Anderson School. To access the files on this web page, go to the School's homepage, select "Intranet", click on "Course Homepages & Syllabi", select "Management 469", and then click on any individual file. In addition to the course syllabus, you'll find files containing 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 regularly 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 group written case analysis 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 final examination. 40% of grade.

-Class participation. 20% of grade.

Please note that the final examination for this course is an open-book, open-notes exam that will be distributed electronically on Saturday June 16 and must be completed and returned by (or before) 8:30am on Saturday, June 23.

**EMBA CLASS OF 2007, MGT. 469, SPRING 2007  
READINGS AND ASSIGNMENTS**

**Session #1 HUMAN RESOURCE STRATEGY**

Friday, April 6 (am)

- 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: Southwest Airlines: Using Human Resources for Competitive Advantage (A)
- Case #2: Massachusetts Financial Services

**Session #2 HUMAN RESOURCES AND BUSINESS PERFORMANCE**

Friday, April 20 (pm)

- J. Pfeffer & J.F. Veiga. 1999. "Putting People First for Organizational Success." Academy of Management Executive, 13: 37-48.
- D. Lewin. 2003. "Human Resource Management and Business Performance: Lessons for the 21<sup>st</sup> Century." In M. Efron, R. Gandossy & M. Goldsmith, Eds., Human Resources in the 21<sup>st</sup> Century. New York: Wiley, pp. 91-98. (For more on the quantitative analysis summarized in this article, see D. Lewin. 2001. "Low-Involvement Work Practices and Business Performance." Proceedings of the 53<sup>rd</sup> Annual Meeting, Industrial Relations Research Association. Champaign, IL: IRRA, pp. 275-292).
- Case #3: Human Resource Management at Levi-Strauss: Techniques or Strategy?

**Session #3 SELECTING AND RETAINING HUMAN CAPITAL**

Saturday, April 21 (am)

- C. Ostroff & T.J. Rothausen. 1997. "Selection and Job Matching." In D. Lewin, D.J.B. Mitchell & M.A. Zaidi, Eds., The Human Resource Management Handbook, Part III. Greenwich, CT: Jai Press, pp. 3-51.
- T. Butler & J. Waldrop. 1999. "Job Sculpting: The Art of Retaining Your Best People." Harvard Business Review, 77: 144-152.
- Case #4: Microsoft: Competing on Talent

#### **Session #4 COMPENSATION AND REWARD SYSTEMS**

Friday, May 4 (am)

- E.E. Lawler, III. 2000. "Strategic Reward System Design." In Rewarding Excellence: Pay Strategies for the New Economy. San Francisco, CA: Jossey-Bass, pp. 249-275.
- A. Rappaport. 1999. "New Thinking on How to Link Executive Pay with Performance." Harvard Business Review, 77: 91-101.
- L.R. Gomez-Mejia, M. Larraza-Kintana & M. Makri. 2003. "The Determinants of Executive Compensation in Family-Controlled Public Corporations." Academy of Management Journal, 46: 226-237.
- Case #5: Performance Pay for MGOA Physicians (A)
- Case #6: Executive Compensation at General Electric (A)

#### **Session #5 MOTIVATING AND MANAGING PERFORMANCE**

Friday, May 18 (am)

- 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.
- R.L. Heneman & C. von Hippel. 1997. "The Assessment of Job Performance." In D. Lewin, D.J.B. Mitchell & M.A. Zaidi, Eds., The Human Resource Management Handbook, Part III. Greenwich, CT: JAI Press, pp. 79-109.
- D. McDonald & A. Smith. 1995. "A Proven Connection: Performance Management and Business Results." Compensation and Benefits Review, 27: 59-64.
- Case #7: The Firm-wide 360-Degree Performance Evaluation Process at Morgan Stanley; Rob Parson at Morgan Stanley (A) & (C)

#### **Session #6 FRIENDSHIP TIES AT WORK: CAUSES & CONSEQUENCES**

Saturday, May 19 (pm)

- E.M. Berman, J.P. West & R.N. Richter. 2002. "Workplace Relations" Friendship Patterns and Consequences." Public Administration Review, 62: 217-230.
- B. Uzzi & S. Dunlap. 2005. "How to Build Your Network." Harvard Business Review, 83: 53-60.
- L.J. Stybel & M. Peabody. 2005. "Friend, Foe, Ally, Adversary...or Something Else?" Sloan Management Review, 46: 13-16.
- Case #8: Gerald Weiss

- Guest Speaker, Hilla Dotan, UCLA Anderson School of Management

### **Session #7 CONFLICT MANAGEMENT AND ORGANIZATIONAL JUSTICE**

Saturday, June 2 (am)

- D.B. Lipsky, R.L. Seeber & R.D. Fincher. 2003. "Design of Conflict Management Systems: Internal & External Features." In Emerging Systems for Managing Workplace Conflict. San Francisco: Jossey-Bass, pp. 155-207.
- D. Lewin. 2005. "Unionism and Employment Conflict Resolution: Rethinking Collective Voice and its Consequences." Journal of Labor Research, 26: 209-239.
- J.B. Stewart, 2007: "The World of Business: The Kona Files." The New Yorker, February 19 & 26 (double issue): 152-167.
- Case #9: Ron Perez (A)

### **Session #8 CONFLICT MANAGEMENT: NEW LEGAL CHALLENGES**

Friday, June 15 (am)

- D. Lewin. 2006. "The 'New Managerial Misclassification' Challenge to Old Wage and Hour Law; or, What is Managerial Work?" In D. Lewin, Ed., Contemporary Issues in Employment Relations. Champaign, IL: Labor and Employment Relations Association: 189-222.
- D. Lewin. 2004. "Report Relating To Xilinx, Inc. and Subsidiaries, et al., v. Commissioner of Internal Revenue Service." Filed with the U.S. Federal Tax Court, San Francisco, CA, 30pp.; D. Lewin, 2004. "Rebuttal Report Relating to Xilinx, Inc. and Subsidiaries, et al., v. Commissioner of Internal Revenue Service." Filed with U.S. Federal Tax Court, San Francisco, CA, 29pp.
- Guest Speaker: Mr. Kenneth Clark, Partner, Fenwick & West (Counsel for Xilinx)

### **Session #9 NATIONAL AND ORGANIZATIONAL CULTURE IMPACTS ON HRM**

Saturday, June 16 (am)

- G. Hofstede, 1980. "Motivation, Leadership and Organization: Do American Theories Apply Abroad?" Organizational Dynamics, 12: 42-63.
- E.F. Cabrera & J. Bonache. 1999. "An Expert HR System for Aligning Organizational Culture and Strategy." Human Resource Planning, 22: 51-60.
- Case #10: Federal Express, Inc. (A) & (B)

**NOTE: The Final Examination for the Mgt. 469 course will be distributed electronically at the end**

**of today's class and must be completed and returned by (or before) 8:30am on June 23.**

**Session #10 LEADERSHIP REVISITED**

Friday, June 22 (pm)

- R. Hogan, G.J. Curphy & J. Hogan. 1994. "What We Know About Leadership: Effectiveness and Personality." American Psychologist, 49: 493-504.
- D. Ancona. 2004. "Leadership in an Age of Uncertainty." In D. Ancona, et al., Eds., Managing for the Future (forthcoming), 18 pp.
- D. Goleman. 2000. "Leadership That Gets Results." Harvard Business Review, 78: 78-90.
- Case #11: The House That Branson Built: Virgin's Entry Into The New Millennium

**Session #11 ORGANIZATIONAL CHANGE**

Saturday, June 23 (am)

- M.L. Tushman and C.A. O'Reilly, 1996. "Ambidextrous Organizations: Managing Evolutionary and Revolutionary Change." California Management Review, 38: 8-30.
- Case #12: Meg Whitman at eBay, Inc. (A)

**Session #12 STUDENT FEEDBACK & END-OF-PROGRAM CELEBRATION**

Saturday, June 23 (pm)

- At Prof. Lewin's Home

**END OF COURSE**

