HRMGT (HRMGT)

Courses

HRMGT 280. Human Resource Management. 2 Units.
An organization's human resources are very often a key, even the key, to the organization's success. Human resource management (HRM) is therefore of strategic importance. We begin by surveying the fundamentals of human resource management from the perspective of the organization's overall strategy, relying on concepts and theories from your previous economics and organizational behavior courses. Then we focus on the question of motivation and, in particular, how organizations can successfully motivate their employees to provide "efforts" that go above and beyond the nominal specs of the particular job.

HRMGT 282. HR for Startups. 4 Units.
This course focuses attention on human resource strategies for startups. It discusses recruitment, incentives, design of jobs, development of talent, leadership and empowerment challenges in startups. We will deal with questions ranging from equity splits to founding team dynamics, hiring talent to the sequencing of hires. We will use a mix of "live cases" from the field, and lectures.

HRMGT 284. Organizational Strategy. 2 Units.
HRMGT 284 will focus on the organization strategy of the firm. The success of a firm depends not just on a well-designed product market strategy, but on how well that strategy is executed to align the goals of the employees with those of the firm. Topics covered include meeting strategic objectives, hiring, pay, training, teamwork, promotions, performance evaluation, pay for top executives, management practices in startups, and organizational transformation. While the general theme is the management of the firm, the topics also lend themselves to developing perspectives on how you manage your personal career.

HRMGT 286. Managing People in the Global Context. 2 Units.
This course will apply foundations of human resource management to the international context, with a specific focus on developing economies.

HRMGT 289. Sloan: Talent Management Strategy. 4 Units.
Everyone manages people; how can it be done better? How can it be done to facilitate your overall strategy, for your company and your career? This class covers the standard topics of people management: recruitment and selection; performance evaluation; incentives and compensation; promotions; job design; training; teamwork; and layoffs and retention. Each topic is covered through case studies and then analytical models for choosing and using best practices. The class content is aimed at managers who recognize that people management is important, but who typically want to spend less time managing people and more time doing what they really enjoy.

HRMGT 302. Incentives and Productivity. 4 Units.
This course is designed to teach the student how to use economics to solve practical personnel problems that affect worker productivity. Topics include: selecting the best workers to hire, training workers, turnover, setting compensation strategically, structuring salespersons' commissions, downsizing, using promotions as an incentive mechanism, and other topics. Examples and cases will be presented to demonstrate the importance of using economic techniques to structure human resources programs. The course will appeal most to the student who expects to be a general manager or who hopes to run his or her own business. Although the human resources specialist may benefit from this course, the emphasis will be on decisions that affect personnel, but are made primarily by general managers. The class format is somewhat unusual. Most classes consist of lecture with questions, but two are class workshops. The lecture will present a theoretical development of a topic. The questions discussed during the last part of the lecture period will involve practical business application of the theory presented in lecture. This course is more technical than other human resources courses, but should be accessible to anyone who has successfully completed the economics and statistics courses in the MBA core. Every student is expected to know calculus and basic probability and statistics. Although I will not emphasize the technical aspects on the final exam, the problem sets will require some knowledge of mathematics. To ease your fears, many "poets" have taken variants of this course in the past and have done well. There will be graded team problem sets and a final exam.

HRMGT 512. Changing How We Manage People. 1 Unit.
This course is designed for individuals interested in changing how people are managed-to dispel flawed assumptions about human resource strategies and develop new techniques. In the past, human resource practices rarely served as a source of innovation in organizations. Rather, when establishing guidelines, policies, and rules, most companies chose to follow the norm, which often was unsatisfying and frustrating for their employees. These same firms chose not to focus on their human resource practices as a source of competitive advantage that could be used to hire the best talent, perform at the highest level, and weather the most difficult times. Newly, new ideas about the optimal approach to managing the firm's most important asset-its human capital-have flourished. As a result, a debate has surfaced in the corporate world about the best ways to get work done-from the allocation of job tasks to the structure of financial incentives. We tackle many of these fundamental questions in this course-what is the best way to hire people, to give performance feedback, to foster collaboration-but we look at these problems through a new lens, one informed more by evidence and analysis than by tradition and intuition. This class is an exercise in collaboration: a joint effort by a practitioner and an academic who are both hopefully optimistic about how the management of human resources can be improved. In each session, we will tackle a novel and important topic (e.g., engagement surveys?) from three distinct points of view, first describing what is currently done, then identifying alternative approaches in other firms, and finally considering what a bold and creative approach might look like. After taking this course, you will be better able to: (1) identify misconceptions that undermine the effectiveness of human resource strategies; (2) learn new insights about human motivation in the workplace and (3) design new tools that can improve the working lives of your employees. We believe this perspective will be invaluable to you throughout your career.

HRMGT 691. PhD Directed Reading. 1-15 Unit.
This course is offered for students requiring specialized training in an area not covered by existing courses. To register, a student must obtain permission from the faculty member who is willing to supervise the reading. Same as: ACCT 691, FINANCE 691, GSBGEN 691, MGTECON 691, MKTG 691, OB 691, OIT 691, POLCON 691, STRAMGT 691
This course is elected as soon as a student is ready to begin research for
the dissertation, usually shortly after admission to candidacy. To register, a
student must obtain permission from the faculty member who is willing to
supervise the research.
Same as: ACCT 692, FINANCE 692, GSBGEN 692, MGTECON 692,
MKTG 692, OB 692, OIT 692, POLECON 692, STRAMGT 692

HRMGT 802. TGR Dissertation. 0 Units.

Same as: ACCT 802, FINANCE 802, GSBGEN 802, MGTECON 802,
MKTG 802, OB 802, OIT 802, POLECON 802, STRAMGT 802