Developing Human Resources

Professor Trena Drayton, MBA
trena.drayton@nyu.edu
Tel: 212.998.7505
Office: 2305, Puck Building
Office Hours: Wednesdays, 12:30pm – 1:30pm

Introduction

*Developing Human Resources* is designed to introduce current and future managers to fundamental methods and principles of Human Resources. Based on practice, supported by theory, the course will provide students with a comprehensive overview of the Human Resources cycle, from Strategy to Separation.

Throughout the course, we will deconstruct and distinguish “developing” Human Capital from the popular notion of “managing” Human Resources. Our central theme is how effective Human Resources policies and practices can enhance the learning and growth of individual employees, work teams, and whole organizations, thereby ensuring high-level performance across divisions. We will emphasize practical application through case discussion and reflection on students’ experiences at work and in school. While the course will focus on values-based organizations, it will draw on ideas and materials from the public, non-profit and for-profit sectors.

We will begin by demystifying and unpacking Human Resources, addressing stereotypes and popular misunderstandings. Next, we will visit the Human Resources function of all managers. We then grow your Human Resources toolkit, examining and applying critical functions of effective Human Capital Management.

Learning Objectives

By the end of the course you should:

1. understand the practical function of *developing* Human Capital,
2. recognize the Human Resources responsibilities of an effective manager,
3. be familiar with traditional and modern approaches to different Human Resources functions, and
4. have an enhanced capacity to reflect on and modify your ways of thinking and acting as an informed and equipped manager.

Class Outline

Classes will be dynamic and interactive. They will consist of lectures, experiential learning, group consultations, and real-time check-ins. A guest lecture series will feature talks by industry leaders. All components will be fluid, requiring an involved exchange between all parties. It is therefore imperative that students come to class consistently, on time, and prepared to engage.
Course Requirements

1. **Class Participation:** (15%)

   The success of this course depends on active and continuous engagement by all participants. The classroom is a safe, open space for sharing ideas, gaining insight, seeking clarity, and expressing concerns. Free and respectful exchange is, thus, critical in this space. Students are encouraged to think out loud and respond critically to content from the lectures and literature. **Personal anecdotes, opinions, and ideas shared in class are confidential and are not to be discussed outside of this course.**

   Class participants are expected to read and discuss the readings on a weekly basis. That means coming prepared to engage the class, with questions and/or comments about the reading. Students should be prepared to critique or discuss any of the assigned readings during class. The instructor reserves the right to call on any student for input throughout the course.

   **Class attendance and contribution will be monitored. Students will be penalized for tardiness and will not be permitted to enter the classroom after the first activity has begun.**

   The following rubric may serve as a guide:

   **“A” Level Participation**
   - Absent no more than once during the semester. Sends email ahead of time to inform professor of absence
   - Offers input often (roughly once or twice per class) *Note: offering input does not mean you will always be called upon*
   - Comments are clear, succinct, and relevant to the current conversation
   - Takes risks in answering difficult questions or offering unpopular ideas
   - Is prepared for class, as evidenced by:
     - Applying ideas from the readings to the discussion
     - Challenging or extending ideas in the readings
     - Integrating or contrasting ideas from current readings with previous readings

   **“B” Level Participation**
   - Absent no more than twice during the semester. May not send email to professor in advance
   - Offers input occasionally (roughly once every two classes)
   - Comments are sometimes unclear, long-winded, or irrelevant to discussion
   - Answers questions but rarely takes risks
   - Is sometimes underprepared for class as evidenced by indicators listed above

   **“C” Level Participation**
   - Absent no more than three times during the semester. Does not notify professor in advance
   - Offers input rarely; Input is frequently unclear, long-winded, or irrelevant to discussion
   - Is frequently unprepared for class as evidenced by indicators listed above

   **“D” Level Participation**
   - Absent more than three times during the semester. Does not notify professor in advance
   - Offers input rarely; Input is always unclear, long-winded, or irrelevant to discussion
   - Is rarely prepared for class
2. **Experiential Contribution (10%)**
   During each class, a small group of students will be asked to demonstrate and evaluate an issue related to Developing Human Resources. Each week, the experiential issue will be related to a topic previously covered in class. Every student will be expected to contribute to the experiential activity at least once during the semester. The instructor will announce group assignments and topics at the end of every class. Exceptions will not be granted.

3. **Response Papers: (10% x 2)**
   Throughout the semester, students will have four opportunities to respond to any Human Resources issue encountered in class, at work, or in the news. In 3-5 pages, students will define and dissect the issue, using course content and published peer-reviewed literature to support their discussion. Students are required to submit two (2) response papers over the course of the semester. Opportunities for submission occur on the following dates:
   - Monday, February 10, 2013
   - Monday, March 3, 2013
   - Monday, March 24, 2013
   - Monday, April 14, 2013

4. **Midterm Exam (20%)**
   There will be an in-class midterm exam. Exam content will be based on topics reviewed in class and will consist of assessment tools, including, but not limited to, multiple choice and short response questions. The tentative midterm exam date is **Monday, March 24, 2014**. Opportunities for make-up exams will be granted only in cases of extreme emergency, at the discretion of the instructor.

5. **Group Evaluation (5%)**
   Each student’s individual performance will be evaluated by their Final Project Group Peers. The evaluation rubric will address (a) meeting attendance, (b) intellectual contribution, (c) quality of work, and (d) professional style.

6. **Final Project (30%)**
   Working in groups of 4-5, students will produce a comprehensive deliverable related to one of the Developing Human Resources topics covered in class. Groups will be assigned on the first day of class. The document should include a situational analysis, reflective of metrics considerations, an effective solution, and an action plan for implementation. The document is due on **Monday, May 5, 2014**. Groups will execute a formal presentation of the deliverable on **Monday, May 5, 2014** and **Monday, May 12, 2014**. Each student will be expected to contribute 3-4 minutes of verbal content to the Final Project presentation.

**Assignment Guidelines**

**Weekly Readings.** A Reading List will be posted to the course’s NYU Classes site. Hard copies will be distributed on the first day of class. Students will be expected to complete assigned reading in preparation for class each week.

**Formatting.** All documents must be submitted in double-spaced 11pt Palatino Linotype font with 1-inch margins. Points will be deducted for incorrect formatting.
Late Policy. Extensions will be granted only in case of extreme emergency, at the discretion of the instructor. This is out of respect to those who have abided by deadlines, despite equally challenging schedules. Papers submitted in late without prior approval from the instructor will be penalized one-third of a grade per day.

Academic Policy. This course will abide by the Wagner School’s general policy guidelines on incomplete grades, academic honesty, and plagiarism. It is the student’s responsibility to become familiar with these policies. All students are expected to pursue and meet the highest standards of academic excellence and integrity.

Incomplete Grades: http://wagner.nyu.edu/students/policies/incompletes
Academic Honesty: http://wagner.nyu.edu/students/policies/academic-code

Grade Composition

<table>
<thead>
<tr>
<th>Component</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation / Attendance</td>
<td>15</td>
</tr>
<tr>
<td>Experiential Contribution</td>
<td>10</td>
</tr>
<tr>
<td>Response Paper 1</td>
<td>10</td>
</tr>
<tr>
<td>Response Paper 2</td>
<td>10</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>20</td>
</tr>
<tr>
<td>Group Evaluation</td>
<td>5</td>
</tr>
<tr>
<td>Final Project</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Course Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Week</th>
<th>Topic</th>
<th>Assignment Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>27-Jan</td>
<td>1</td>
<td>Overview: Human Capital Management</td>
<td></td>
</tr>
<tr>
<td>3-Feb</td>
<td>2</td>
<td>Recruitment</td>
<td></td>
</tr>
<tr>
<td>10-Feb</td>
<td>3</td>
<td>Onboarding</td>
<td>Response Paper Opportunity 1</td>
</tr>
<tr>
<td>17-Feb</td>
<td></td>
<td>No class. President's Day.</td>
<td></td>
</tr>
<tr>
<td>24-Feb</td>
<td>4</td>
<td>Performance Evaluation</td>
<td></td>
</tr>
<tr>
<td>3-Mar</td>
<td>5</td>
<td>Leadership</td>
<td>Response Paper Opportunity 2</td>
</tr>
<tr>
<td>10-Mar</td>
<td>6</td>
<td>Employee Relations</td>
<td></td>
</tr>
<tr>
<td>17-Mar</td>
<td></td>
<td>No class. Spring Break.</td>
<td></td>
</tr>
<tr>
<td>24-Mar</td>
<td>7</td>
<td>Diversity</td>
<td>Response Paper Opportunity 3</td>
</tr>
<tr>
<td>31-Mar</td>
<td>8</td>
<td>Midterm Exam</td>
<td></td>
</tr>
<tr>
<td>7-Apr</td>
<td>9</td>
<td>Benefits</td>
<td></td>
</tr>
<tr>
<td>14-Apr</td>
<td>10</td>
<td>Terminations</td>
<td>Response Paper Opportunity 4</td>
</tr>
<tr>
<td>21-Apr</td>
<td>11</td>
<td>Metrics</td>
<td></td>
</tr>
<tr>
<td>28-Apr</td>
<td>12</td>
<td>Course Review</td>
<td></td>
</tr>
<tr>
<td>5-May</td>
<td>13</td>
<td>Final Project Presentations</td>
<td>Final Project due May 5, 2014</td>
</tr>
<tr>
<td>12-May</td>
<td>14</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Italicized text indicates Guest Lecture Series.

This course schedule is subject to change, at the discretion of the instructor.