

EDWARDS SCHOOL OF BUSINESS
UNIVERSITY OF SASKATCHEWAN

Master of Business Administration
MBA 805.2 – Managing Organizations: Value Through People
Course Outline – Fall 2008

Class Time and Location: To be offered on two consecutive weekends as follows:
Fridays 6:30 – 9:30 p.m., location TBA
Saturdays 8:30 a.m. – 4:30 pm, location TBA
Sundays 9:00 a.m. – 12:00 noon, location TBA

Prerequisite: MBA 803 Business and Society

Course Description:

As globalization and economic integration continue to progress, organizations in Canada face increased levels of competition along with challenges related to employee diversity, recruitment and retention, and productivity among others. To meet these challenges, organizations must ensure creation and maintenance of competitive advantage. For many however, the source of this competitive advantage is not based in physical assets, but human capital. While development of effective business strategy is important for organizational success, implementation of said strategy is unavoidably tied to the management of human resources.

In this course, students will examine the linkage between organizational strategy and human resources with an eye towards achieving 'fit' between the two. Specifically, students will be exposed to fundamental concepts in the fields of organizational behaviour and human resources with an emphasis on identifying and applying best practices and research findings to current management situations.

Course Requirements & Grade Allocation:

Written assignment # 1	30 %
Written assignment # 2	20 %
Final Exam	50%

Course Format & Materials:

This course will include a mix of lectures, case discussions, and interactive exercises. Each student will be expected to complete two written assignments that will require application of relevant course concepts and tools as well as a final examination.

Materials to be used in this course include a package of selected readings (e.g., articles and cases) as well as course notes. Videos and in-class exercises will also be used to assist learning about various topics.

Students are expected to have read and understood the rules regarding academic dishonesty which are posted on the University of Saskatchewan website at: http://www.usask.ca/university_council/reports/09-27-99.shtml

Current selected reading is as follows:

Pfeffer, J. 1998. The Human Equation. Harvard Business School Press.

Course Schedule:

DATE	CLASS TOPIC / ACTIVITY	DELIVERABLES/ACTIVITY
FRI, Sept XX 6:30 – 9:30 p.m.	INTRODUCTION TO COURSE INTRODUCTION TO ORGANIZATIONAL BEHAVIOUR <ul style="list-style-type: none"> Contemporary Work Issues Evolution of Management Thought 	Class notes
SAT, Sept XX 8:30 a.m. – 12:00 noon	<u>Managing Differences</u> <ul style="list-style-type: none"> MARS Model of Individual Behaviour 	Class notes
1:00 – 4:30 p.m.	<u>Understanding Motivation</u> <ul style="list-style-type: none"> Theories of Motivation Motivation in Practice 	Assigned reading(s)
SUN, Sept XX 9:00 a.m. – 12:00 noon	<u>Teams in Organizations</u> <ul style="list-style-type: none"> Understanding Team Behaviour Developing High-Performance Work Teams 	Class notes
FRI, Sept XX 6:30 – 9:30 p.m.	INTRODUCTION TO STRATEGIC HUMAN RESOURCE MANAGEMENT <ul style="list-style-type: none"> What is Strategic HRM? Determinants and Outcomes of Organizational Structure 	Assignment 1 due (30%) Read: “The Human Equation”
SAT, Sept XX 8:30 a.m. – 12:00 noon	<u>Elements of Organizational Design</u> <ul style="list-style-type: none"> Job and Workplace Design Reward Systems and Performance Measurement 	Class notes
1:00 – 4:30 p.m.	<u>Linking Strategy, Structure & Culture</u> <ul style="list-style-type: none"> Elements of Organizational Culture 	Class notes
SUN, Sept XX 9:00 a.m. – 12:00 noon	FINAL EXAM (50%)	Assignment 2 due (20%)

*****Any changes to this schedule will be announced in class*****