Course Title: Managing the Human Supply Chain
Course Code: BUS 153
Instructor: Iris Goldfein

Course Summary:
This is a course for anyone who currently manages employees or wishes to do so in the future. It will make you think about how to lead, create real teamwork, reward and develop employees and begin to think differently about what truly motivates your staff. Further, you will learn how to interview candidates to enhance the predictability of recruiting success, as well as understand the impact of diversity, values, culture and ethics. You will be asked to role play, and participate in small group and classroom discussions. We will touch most of the critical points along the human capital supply chain with the goal of making each student a more effective and thoughtful leader.

*Please see course page for full description and additional details.

Grade Options and Requirements:

Credit/No Credit: In order to receive credit for this course, you must attend at least 7 out of 8 of the classes, qualitatively participate in class discussions and in-class group projects. An individual presentation will be optional. Reading the assigned material will be essential to be an active participant.

Letter Grade: (A, B, C, D, No Pass). Grades will be given based on class participation, quality of group projects, (including your personal contribution), and one individual project, that will likely be an in-class presentation. Reading the assigned material will be essential to be an active participant and get a strong grade.

No Grade Requested (NGR): No work will be required although it would be helpful to read some of the material to participate in class discussion if desired. No credit shall be received; no proof of attendance can be provided.

Please note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.
Tentative Weekly Outline:

WEEK ONE

**Topic:** Introduction and overview of course.

**Topic:** Talent Acquisition—An introduction to a new way of thinking about the talent acquisition process and a candid look at the mistakes frequently made. Introduction to a “scorecard.” The best approach to interviewing to really get to know the candidates’ accomplishments, talents, abilities and cultural fit.

**Classroom Activity:** Lecture, discussion, in-class scorecard construction, interviewing role play.

**Required Reading:** *Who*: Chapter 1, Chapter 2, pages 19-33 (Hard copy) and page 44 “How to Create “A” Scorecard”, Chapter 4 to page 99.

**Please bring to class:** A copy of your most recent resume and the book *Who*

WEEK TWO

**Topic:** Talent Acquisition—The right way to conduct a “focused interview”, reference checks and onboarding.

**Classroom Activity:** Lecture, discussion, interviewing role play and role play a reference check interview.

**Required Reading:** *Who*, Pages 99-113, Pages 123-124

**Topic:** You have the team, but do you have real and ongoing systemic teamwork? We will discuss the most important behavioral pitfalls and their corollary successful behaviors to thwart the inherent dysfunction of teams.

**Classroom Activity:** Lecture and discussion

**Required Reading:** *The Five Dysfunctions of a Team*, pages 3-104 (very easy-reading, if you have the time, read as much of the book as you can. The entire book takes about 2-3 hours).

**Pre-class assignment (optional):** If you wish, have your team take the questionnaire on pages 192-193 and bring the results to class.

WEEK THREE

**Topic:** Complete the discussion on *Five Dysfunctions of a Team*.

**Classroom Activity:** Lecture and Discussion
Required Reading: Five Dysfunctions of a Team, pages 105-184. The remainder of the book is optional and will serve as a good overview/reminder for you after the class has ended.

Topic: Rewards—Are we sure that the manner in which we reward our people are driving the desired results? I am willing to bet, that no matter how new-economy your company is, the basic rewards systems date back to the mid-20th century. We will discuss and debate “the surprising truth about what motivates us”.

Classroom Activity: Lecture and discussion

Required Reading: Drive Part One, pages 14-79

WEEK FOUR

Topic: Rewards Continued

Classroom Activity: Quick survey of class and discussion of results. We will each write our “sentence”. Lecture and discussion.

Required Reading: Drive, Part Two, pages 83-145. Part Three is optional and will serve as a good overview with tactical applications for you after the class has ended.

WEEK FIVE

Topic: The Manager’s role in developing and assessing people

Classroom Activity: In-class small group work. Presentation, lecture and discussion.

Required Reading: https://hbr.org/topic/developing-employees

Harvard Business Review, October 12, 2016, “The Key to Adaptable Companies is Relentlessly Developing People”, by Andy Fleming


WEEK SIX

Topic: Getting Real—day to day leading and managing employees. Tough conversations, moving from colleague to boss, difficult employees, attrition, pressure and their evaluation of you.

Classroom Activity: Lecture, discussion and role play.
WEEK SEVEN

**Topic:** Culture, diversity, values, ethics

**Classroom Activity:** Lecture, discussion, small group work

**Required Reading:** Handouts in class

**Please bring to class:** If you wish and it is not confidential, a copy of your company’s values.

WEEK EIGHT

**Class Activity:** Class presentations for students receiving letter grades and optional presentations for those requesting credit. (To be defined at a later date)

**Topic:** Review, summary and conclusions.

**Class Activity:** Lecture, discussion and in-class work.