Building on our success

Innovative teaching delivers outstanding results

Whether it’s been two years since you sat in a graduate school class at the University of Minnesota or twenty, some things never change: courses still include assigned readings, team projects, mid-term exams, class presentations, and final papers.

Some things have changed, however. New curricula, innovative teaching methods, team teaching and guest lecturers have helped transform the MA-HRIR student experience at the Carlson School into a dynamic, career-accelerating venture. The curriculum covers contemporary practices and also provides the conceptual basis and analytical framework for a successful career of leadership in human resources and industrial relations.

Students must complete a rigorous set of core courses that provide the critical foundation of analytical and functional knowledge necessary for professional success. M.A. students supplement their studies with electives such as international HRM, innovative HR leadership, motivation and work behavior, and organizational development. Students also take courses in related fields such as accounting, finance, operations management, strategic management, law, and economics.

The Spring 2007 issue of IRC News took an in-depth look at the graduate student experience in the MA-HRIR program. This issue of our newly named Centerpoint will take a focused look at three selected courses among the many offered to illustrate the breadth of course offerings available; the challenges and opportunities our students face; the innovative teaching methods our faculty utilize; and all that goes into making our program one of the top HRIR programs in the country.

HRIR 8001 – Business Principles for the HRIR Professional

Instructor: Liz Welsh

“There are three main areas I focus on for the Business Principles course,” said Senior
Greetings from the Center for Human Resources and Labor Studies!

Our name change became effective September 1, and I hope you like the new name of this newsletter. This fall we welcomed 69 full-time and 18 part-time MA-HRIR students, as well as two new PhD-HRIR students. While our students come to us from across the country and around the globe, and bring with them a wide array of undergraduate degrees, employment experiences and life skills, they have several things in common:

> They elected to study at the University of Minnesota’s highly-regarded HRIR program;
> They attend courses taught by internationally-known and published faculty, giving them the opportunity to engage in stimulating and enlightening classroom discussions and research opportunities;
> They have access to a unique library that houses our specialized collection of journals, books, articles and newspapers focusing on the areas of human resource management and labor relations.

It has been an exciting time for our Center:

> We completed an undergraduate audit last year, and are expanding the quality and reach of our undergraduate major in HRIR.
> Our MA-HRIR students who graduated last spring were placed in several outstanding companies, including Abbott Laboratories, C.H. Robinson, Cummins, Eaton, ExxonMobil, Ford Motor Company, GE, General Mills, Hewlett-Packard, IBM, Northrop Grumman, Pepsi Bottling Group, Raytheon, Schneider Electric, Target, and United Health Group.
> Here on the West Bank, the doors have opened on Hanson Hall, the exciting new facility designed for the Carlson School’s undergraduate program. The expanded Business Career Center now features 22 interview rooms, a beautiful recruiter lounge, and a classroom space designed specifically for company information sessions.
> Our Herman Reference Room will be moving to its new location directly adjacent to our offices on the third floor of the Carlson School. This will be an all-new, state-of-the-art HRIR reference room. We’ll be holding an Open House on Thursday, February 19. Watch your email for more information.

Our active Alumni Association is gearing up for another great program year. I can’t say enough about their hard work, creativity and strong interest in sharing their HR expertise. The 2008-2009 Professional Development Workshop Series got underway with an excellent session in late September titled, “From Backpack to Business Card: Tools for Entering the HR Profession and Tips for Success in the First Few Years.” Two additional workshops are planned for the year: November 20, “The Greening of the Workforce,” and February 19, “FORTUNE’s Most Admired Companies: Best Practices in HR.”

And, our 30th Annual HR Tomorrow Conference is scheduled for Friday, April 17, 2009 with the timely theme of “Building Capabilities – Driving Results.” We’re putting together an outstanding slate of speakers who will address how HR professionals can build capabilities within their organizations and the HR function to achieve strong business results.

We are delighted about all of these changes, and about what we accomplish each year as an international leader in human resources education and research. We invite you to visit campus as you are able, and to please keep in touch. Warm regards,

Connie Wanberg, PhD
Professor and Director
Center for Human Resources and Labor Studies
John Budd steps down as Director of Graduate Studies

Thank you to Professor John Budd for his service as Director of Graduate Studies (DGS) for the MA-HRIR program. Except for a sabbatical during 2001-02, Budd served as DGS since 1998. Some of his many accomplishments include: overseeing the conversion of the HRIR curriculum to semesters (from the quarter system); overseeing the revision of the MA curriculum in 2005; upgrading the DGS office information technology – including programming the databases – and developing the CHRLS’ first generation web-site; working with local companies to develop off-site leadership workshops for MA students; and expanding placement opportunities for MA-HRIR students.

The faculty and staff of the Center for Human Resources and Labor Studies thank John Budd for his exemplary service as Director of Graduate Studies. Following his 2008-09 sabbatical, Budd will return to teaching in the HRIR program next fall.

It’s a small world

Fellow HRIR alumni Steve Frawley, ’84 MA-IR, left, and Shawn Hwang, ’97 MA-IR, may have followed different career paths after graduation, but they now find themselves working for the same organization in South Korea: SK Telecom, the telecommunications subsidiary of SK Group, a Fortune 100 leader based in Seoul. Frawley’s career has taken him to a variety of companies, including GE, PepsiCo, Amoco and Best Buy before joining SK Telecom as Senior Vice President, Human Resources. Hwang has been with the organization since 1988 in a variety of roles and is now Senior Vice President, Corporate Management Systems and Change.

Mahmood Zaidi Receives 2008 Award for Global Engagement

Professor Emeritus of Human Resources and Industrial Relations Mahmood Zaidi has been selected as a recipient of the 2008 Award for Global Engagement. The all-University Award for Global Engagement is given to faculty and staff members—active or retired—in recognition of outstanding contributions to global education and international programs in their field, discipline, or the University. The award is sponsored by the Office of the Senior Vice President for System Academic Administration and administered by the University’s Office of International Programs.

Please join us in congratulating Mahmood on this significant recognition of his many contributions to international research, teaching, and service within the Carlson School and throughout the University.

Human Resources Research Institute: A Faculty-Practitioner Partnership

The Human Resources Research Institute at the University of Minnesota is a faculty-executive partnership comprised of faculty from the Center for Human Resources and Labor Studies (CHRLS) and high-level executives from leading organizations who are working in the areas of human resources and/or labor relations.

The purpose of the partnership is to advance HR knowledge and practice via dialogue and research. Membership is $7,500 per year and carries the following benefits:

> Spring Partner Meeting – member organizations are provided with a cutting-edge summary of the state of the field in a specific HR focal area
> Research Digests – member organizations can request up to two research digests each year from our reference room
> Research Involvement – member organizations can participate and benchmark in across-organization research on HR topics

For more information about HRRI membership please contact Connie Wanberg at wanbe001@umn.edu or 612-624-4804.
Lecturer Liz Welsh. “First, we cover managerial economics to help students anticipate the effects of market changes; for example, the price of gas doubles. Second, we build a basic understanding of the functions of a business, and one way to think about them; such as strategy, marketing, operations, or finance. Finally, at the very end I try to connect these to the field of human resources. ‘So, if gas prices double, what does that mean for HR?’”

In Welsh’s class, which is required of all students in their first year of studies, she hosted guest speakers from Microsoft, McKinsey, 3M and Abbott Laboratories this semester. She also incorporates two somewhat unique teaching methods.

“I use a team assessment method for the economics portion of the course material,” she said. “Students first take a difficult multiple choice test by themselves, and then take it again as a team. The test is designed to push their learning, going beyond a basic understanding of the economics.

“Another somewhat unique teaching method I use is to have students write a series of reports around key business areas, such as marketing, strategy, operations, etc., using a company of their choice as the focus,” Welsh said. Her assignments include a business model/value chain, a strategic analysis, a marketing analysis, an operations jigsaw, a financial analysis and a memo. “The purpose of these assignments is to ensure that students are able to use the frameworks and concepts we discuss in class to analyze real world issues,” she said.

Connie Wanberg, Director of the Center for Human Resources and Labor Studies, noted that the Business Principles class was added to the curriculum in 2005, “to provide our students with a solid understanding of the business world and key business functions, as well as how HR can be a strategic player. The course is meant to complement the MBA courses that our HRIR students are encouraged to take.” Wanberg added, “We love the fact that our program is part of a business school, and we emphasize business and leadership competencies in our curriculum.”

Welsh is the recipient of the HERBIE Award for Teaching Excellence for the 2007-08 academic year, given annually to the teacher selected by MA-HRIR students as the most effective that year.

8141 – Organizational Theory Foundations of High Impact HRIR
Instructor: Avner Ben-Ner

The syllabus for this course begins, “Managers struggle with the question of how to conduct the most important business of an organization, its human resources, in an environment that changes rapidly and has no geographic boundaries. But are HR people ready for the challenges they face?”

Professor Avner Ben-Ner notes that, “Some HR managers seek answers from formulas contained in ‘best practices,’ inspiring speakers, persuasive consultants or professional organizations. But,” he continues, “what works for one company may not work for others facing different contingencies. The better managers understand how people operate in different circumstances, how organization structure affects the behavior of individuals and groups, and how organizational structure affects performance.”

Ben-Ner has structured the course to provide students with tools to help them find answers to these complex challenges and emerging questions. One of the ways he helps students prepare for these challenges is to assign them to complete an organizational audit of one of the following companies: 3M, Costco, Enron, ExxonMobil, Facebook, Google, Hewlett Packard, Microsoft, Valspar, or Wal-Mart. “The report includes a description of the company’s history, business strategy, details of organizational structure, and a critical examination of the entire organizational system,” he explained. “Students, working in teams, will be responsible collectively to conduct the research, perform the analysis, write the report, and make a presentation in class.”

He noted that students will need to utilize, identify and document the multiple sources of their information, including the course textbook, published case studies, academic studies, magazine articles, and company...
documents. This teaching method proved helpful to Pamela Gross, a second-year MA-HRIR student. “Teamwork is a part of working in the ‘real world,’” she said, “and from this project I was able to practice and enhance my teamwork skills.”

An additional way of engaging students in meaningful discussions is the use of the discussion forum on the WebVista posting board. “As part of this course,” Ben-Ner said, “teams are assigned a discussion topic and must research and write an initial report on their topic, and then post the report on the course website.” Students are then required to read and reply to other team’s topics by posting their own comments. “Students can reference other comments, bring in further examples or points to expand the discussion, or apply the principles under discussion to a specific company or situation they may be particularly familiar with,” Ben-Ner explained.

HRIR 8011 - Using Data and Metrics in Human Resources and Industrial Relations

**Instructor: Colleen Manchester**

This required course provides students with the necessary tools for using data analysis to inform HRIR decision-making and to analyze issues and problems in HRIR. The methods utilized by Assistant Professor Colleen Manchester include both descriptive statistics and statistical inference, with extensive use of hypothesis tests and confidence intervals. Statistics covered include the mean, variance, correlation, and the results of regression models. Identification of the appropriate analytical technique for analyzing a variety of problems is emphasized as well as the potential pitfalls from using overly simple or inappropriate techniques. The course also includes an introduction to HRIR metrics and data collection methods.

“The major objectives of this course include being able to identify appropriate data and metrics for a specific HR-related question or problem,” said Manchester, “learning how to work with large datasets, and effectively interpreting and communicating results from statistical analysis.”

Manchester has invited guest speakers to the course. “Two speakers came from GE in October and another from Abbott Laboratories in November,” she said. “Both guest lectures emphasized the importance of being able to understand and interpret data and statistical analysis: even if you’re not the one actually running the numbers, you need to provide the interpretation,” she noted. One of those presenters was Kappy Pauna, Human Resources Manager at GE Commercial Finance. She stressed to the students that understanding where data comes from and how to use it is fundamental to HR’s credibility. “Leaders want HR professionals who not only know how to measure results, but who also know how to interpret those results and plan strategically for the future success of their business,” she said.

Faculty often work together to craft the curriculum across courses. “Together with instructors for Staffing, Training, and Development, (Associate Professors Michelle Duffy and Theresa Glomb), I’ve designed two group cases this year in which students apply the statistical tools we are learning directly to an HR application,” Manchester said. “As part of the case, students conduct a review of the literature, conduct a statistical analysis, and write their conclusions in a professional-style memo.”

Manchester is interested in expanding the course to include the concept of an HR dashboard. “I would be very interested in having a guest presenter who could speak directly to students about HR dashboards and be willing to provide their perspective on how the measures are selected,” she said.

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### MA-HRIR Course Sampler

In addition to the three required MA-HRIR courses profiled in this article, students may select from a wide range of other required courses and electives. Here is a sampling of those courses:

#### Required HRIR Courses
- Staffing, Training and Development
- Organizational Behavior Foundations of High-Impact HRIR
- Compensation and Benefits
- Labor Relations and Collective Bargaining

#### Elective HRIR Courses
- Public Policy and Employee Benefits
- Compensation Theory and Applications
- Employment and Labor Law
- Human Resource Information Systems
- Employee Development: Creating a Competitive Advantage
- Employee Training: Creating a Learning Organization
- Organizational Structure and Performance
- Motivation and Work Behavior
- Dispute Resolution: Labor Arbitration
- Labor-Management Negotiations
- Leadership and Influence
- Managing for Sustainability in the Global Economy

#### Elective MBA Courses
- Financial Accounting
- Marketing Management
- Financial Management
- Operations Management
- Strategic Management
Alumni News
CHRLS Alumni Association Board of Directors – 2008-2009

The members of the CHRLS Alumni Association Board of Directors direct a variety of activities, including the Professional Development Workshop series; the HRIR Mentorship Program; and the annual HR Tomorrow Conference. Pictured above, from left, are: Adam Kahle, Karen Phang, Larry Bourgerie, Deb Broberg, Gwen Martin, Carla Zachman, Eric Shaughnessy, Jaime Nelson and Gregg Peterson. Other members are pictured below; not pictured is Leander LeSure.


Ralph Jacobson, ’80 MA-IR, was recognized in the September 2007 issue of Leadership Excellence magazine as one of the top 10 leadership development consultants in the country.

James Bialke, ’87 MA-IR, has been appointed Executive Director of the Minnesota Nurses Association.

Chris Kujawa, ’94 MA-IR, is Human Resources Director for GMAC Financial Services in New York City.

Jacqueline Williams-Roll, ’95 MA-IR, has accepted a new position with General Mills as Vice President, Human Resources – EMEA located in Nyon, Switzerland.

Ruth Harris, ’96 MA-IR, is a Director of Human Resources at General Mills.

Karen Phang (nee Beaver), ’98 MA-IR, recently accepted a position with AGA Medical as their Director of Talent Acquisition and Leadership Development.

Annette Scotti, ’00 MA-HRIR, has started her own recruiting and HR consulting business, and is also teaching HR courses at St. Mary’s University’s graduate program.

Brye Vankerl, ’00 MA-HRIR, recently moved to Shanghai, China with IBM as the HR Manager supporting their Asia Pacific software business.

Mike West, ’00 MA-HRIR, has recently accepted a position as HR Partner Field Sales with AstraZeneca in Phoenix.

John Kammeyer-Mueller, ’02 PhD-HRIR, was promoted to Associate Professor at the Warrington College of Business at the University of Florida.

Shelby Strafel, ’06 MA-HRIR, is a District HR Manager for The Home Depot living in Mississippi.

Teaching Conference

The CHRLS hosted over 110 HRIR educators on campus for the Fifth Innovative Teaching in Human Resources and Industrial Relations Conference in late April 2008. Michael Byungnam Lee, ’88 PhD-IR, President of LG Academy and the former Executive Vice President for Human Resources at LG Corporation (Korea), delivered a stimulating keynote address on LG’s approach to HR education. Over 30 presentations on a variety of curricular and pedagogical issues provided additional enrichment. The conference, the fifth in a series that dates back to 1996, was organized by HRIR Professor John Budd and attracted participants from as far away as China, Korea, Britain and Italy. Generous financial support was provided by the HR Division of the Academy of Management, SHRM and the SHRM Foundation.

HRIR PhD alumni who participated in the Fifth Innovative Teaching Conference held at the Carlson School in April 2008 included, from left, Tom Norman, Sarah Sorenson, Nancy Bereman, James Wanek, Sumita Raghuram, and Michael Byungnam Lee. Not pictured are, Teresa Rothausen-Vange, and MA alumni Baek-Kyoo Joo; Bethany Opsata, and CoraAnn Williams.
Avner Ben-Ner was invited to give presentations in Israel and Croatia this summer. Annals of Public and Cooperative Economics is celebrating its 100th year anniversary in 2008 and is including two of his articles in its special issues. Ben-Ner and colleague Claire Hill have had the following two papers accepted: “Reducing the Negative Consequences of Identity: A Potential Role for the Nonprofit Sector in the Era of Globalization,” in the Annals of Public and Cooperative Economics, and “Negative Dimensions of Identity: A Research Agenda for Law and Public Policy,” in the Minnesota Journal of Law, Science, and Technology. His research proposal “Does ownership matter in the selection of nursing homes? Evidence from consumer surveys” has been selected to receive one of the Carlson School Medical Industry Leadership Institute’s 2008 interdisciplinary grant awards. His project will receive $30,000 of funding.

Mike Bognanno, Professor Emeritus, will have the paper “How and Why Labor Arbitrators Decided Discipline and Discharge Cases”, published in the PROCEEDINGS OF THE 60TH ANNUAL MEETINGS OF THE NATIONAL ACADEMY OF ARBITRATORS.

Joyce Bono gave an invited presentation at the 2008 SIOP (Society for Industrial and Organizational Psychology) conference due to her selection as the 2007 Distinguished Early Career contributions award winner. She also spoke at the University of Minnesota’s Center for Integrative Leadership’s fall conference titled, “Integrative Leadership: Leading Across Boundaries for the Common Good.” She has an article in press (along with Pruvanova & Towler) in Personnel Psychology titled, “A survey of executive coaching practices.”

John Budd’s book (co-authored with Steve Boford of the University of Minnesota Law School) “Invisible Hands, Invisible Objectives: Bringing Workplace Law and Public Policy Into Focus” will be published by Stanford University Press in summer 2009. “Invisible Hands, Invisible Objectives” reveals the unstated models and broad objectives of the employment relationship to bring logical coherence to debates over the full breadth of public policies on work, including employment and labor law, social safety nets, and work-family policies.

LES Director Howard Kling visited Vietnam in early November as part of a labor educator delegation that met with the Vietnamese Trade Union Federation, attended a day-long meeting at the Vietnamese Labor College in Hanoi, and met with several Vietnamese unions and workers. Theresa Glomb has assumed the role of Director of Graduate Studies for the department of Human Resources and Labor Studies. Lisa Leslie was invited to speak at the University of Washington, Foster School of Business, as part of the 2nd National Diversity in Business Research Conference. She is also first author along with King, E. B., Bradley, J. C., & Hebl, M. R. on the following article: Triangulation across methodologies: All signs point to persistent stereotyping and discrimination in organizations, that was just accepted in Industrial and Organizational Psychology: Perspectives on Science and Practice. In addition, she won the Jack Bartlett Award for Excellence in Dissertation Research Design from the Department of Psychology at the University of Maryland.

Colleen Manchester’s research proposal (with colleague Kevin Mumford of Purdue University) “What will the neighbors think? Welfare stigma due to public disapproval” was funded for $33,000 from the Institute for Research on Poverty (University of Wisconsin).

Connie Wanberg and Anne Obst are co-chairing the Green Jobs Expo at the Good Jobs, Green Jobs Conference in Washington, DC in February 2009. The Expo will portray green academic programs, jobs and careers for students, career changers, and the public. Over 2,000 people are expected to attend the three-day conference. For more information on the Good Jobs, Green Jobs Conference and Jobs Expo, visit www.greenjobsconference.org.

“If Stone Could Speak,” a documentary produced by LES Coordinator Randy Croce, has been selected as co-winner of the VHS 2008 Richard O. Hathaway Award. This annual award goes to an individual who is recognized as making an outstanding contribution to the field of Vermont history. Croce’s documentary looked at the stonemaking trade from its early days in northern Italy to its current business in Barre, Vermont.

Jason Shaw has been promoted to full Professor in the HRIR department, and was named Curtis L. Carlson Professor of Human Resources. In addition, he was named to the Editorial Board at Academy of Management Review.

Jason Shaw and PhD student Rob Vel-lella, along with colleague B. Morrison (University of MN College of Veterinary Medicine) received a $30,000 grant from The Minnesota Pork Producers Association for the project titled “Effect of training, financial incentives and attitudes on treatment frequency and mortality rate of growing pigs.” This project also received an unconditional grant of $30,000 from Pfizer, Inc.

Jason Shaw, Michelle Duffy, and PhD student Roulian Fang’s research proposal A Dynamic Social Capital Model of The Organizational Socialization Process was selected for funding by the SHRM Foundation in the amount of over $31,000.

Travis Tubré, CHRLS Adjunct Professor, has been named the 2008 University of Wisconsin-River Falls Distinguished Teacher.

The 2008 HERBIE Teaching Award was awarded to Senior Lecturer Liz Welsh.

The University of Minnesota ranked 9th on a list of the 100 most-cited universities in the field of management over the last 25 years in a recent Journal of Management article. Among the professors of human resources and labor studies included on the list are Richard Arvey (Professor Emeritus), Joyce Bono and Connie Wanberg.
Upcoming Events

Professional Development Workshop Series
> Thursday, November 20, 2008 – 6:00 p.m.
“The Greening of the Workplace: What role, if any, does HR play in an organization’s sustainability efforts?”
> Thursday, February 19, 2009 – 6:00 p.m.
“FORTUNE’s Most Admired Companies: Best Practices in HR”

Herman Reference Room Grand Opening and Reception
> Thursday, February 19, 2009 – 4:00 to 6:00 p.m.

HR Tomorrow Conference:
Building Capabilities – Driving Results
> Friday, April 17, 2009 – 8:00 a.m. to 5:30 p.m.
> Featuring keynote speakers:
  Ryan Knapp, Divisional Vice President - Business Human Resources, Abbott Laboratories
  Mary Anne Robinson, Vice President of HR, Honeywell Automation and Control Solutions