Archaeology 551: HRM Business and Management

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Course Description

This course provides a practical introduction to the applied business skills that are necessary for firms, organizations, agencies, and individuals to achieve success in the compliance sector of the heritage industry. The course addresses five key business areas that are seminal to the practice of heritage management:

1. accounting and finance;
2. marketing, sales, and contracting;
3. human resources, labor economics, corporate governance, and risk management;
4. business operations and project management; and
5. business models, innovation, and globalization.

“Real life” example from the heritage industry provide the basis for examining how these business concepts are, aren’t, and should be applied. You will obtain pragmatic knowledge, including take-away tools that can immediately be applied within their work settings. To ensure that the class content is relevant to working professionals, you are encouraged to provide experiences, problems, and innovative solutions from their own careers, projects, and employment settings to serve as discussion points and for use on course assignments.

The balanced and effective conservation of cultural heritage depends as much on individual and organizational competence in business as it does on science. Since its beginning in the 1970s, the heritage compliance has grown to over a billion dollar per year industry in Canada and the United States alone. The industry has not only grown, but become more complex, competitive, sophisticated, and globalized. Heritage disciplines, such as archaeology, have been almost completely transformed from publicly funded disciplines to privately funded disciplines—in just 40 years. Scientific training and credentials alone are no longer sufficient to achieve success for companies, their employees, or heritage disciplines. Today, to achieve the research, preservation, and educational goals of heritage disciplines and their professionals requires business success. The stronger that businesses are, the greater the chance that they will be able to accomplish their professional goals. Career success of heritage professionals, and the impact they will have within their disciplines, is directly related to their competency in business and their ability to execute their research, preservation, and educational agendas.

Everyone works at a different pace, but to give you some idea of the time requirements for the course, you might expect to spend your time in the following ways (depending on the module) in this graduate class.

Reading: 3–5 hours per week
Assignments and Discussions: 3–5 hours per week

Course Schedule

This course is organized into 10 modules that are designed for a 13-week semester.

**Module 1, The Heritage Industry**, defines and describes the sectors of the heritage industry, the key variables that define the heritage compliance sector, and discusses HRM from a business frame-of-reference.

**Module 2, Finance**, explains the basics of finance as they typically apply to the heritage industry, including risk, profit, time value, and compensation.

**Module 3, Accounting**, details the basics of accounting and accounting practices in the heritage industry, including the rule makers in accounting, the units and components of an accounting system, and the cost of doing archaeology.

**Module 4, Marketing**, goes over the basics of marketing as they should apply to the heritage industry, including the basic assumption of marketing and the formula for successful marketing.

**Module 5, Sales**, explains the basics of sales as they typically apply to the heritage industry, including the complementary differences between the sales functions and the marketing functions.

**Module 6, Operations Management**, introduces the basics of operations management as it should, but often doesn’t, apply to the heritage industry, including decision areas in operations management and model processes used in the heritage industry.

**Module 7, Modules, Plans, and Innovation**, details the three key “big picture” aspects of business, including business models used in the heritage industry, key components of business plans, and why innovation is important.

**Module 8, Human Resources**, goes over the key topics in human resource management as they apply to the heritage industry, including the major functions of human resources.

**Module 9, Structure and Governance**, explains how and why heritage companies are structured, including the three primary forms of incorporation, the concept of accountability, and what makes a successful manager.

**Module 10, International Heritage Business**, introduces issues involved with international business and how it applies to the heritage consulting sector, including strategies for organizing across national boundaries and factors to consider in global expansion.

Course Learning Objectives

After completing this course you will be able to:

- Understand the economic context of heritage management in the contemporary
global economy.

• Understand the function of a business as an institution and the requirements for its ongoing success.

• Master an introductory level of understanding of accounting and finance; marketing, sales, and contracting; human resources, labor economics, corporate governance, and risk management; business operations and project management; and business models, innovation, and globalization.

• Be able to apply basic business concepts to issues in heritage management research and professional practice in private for-profit, private non-profit, and government contexts.

• Demonstrate how professional scientific objectives, such as preservation, conservation, education, stewardship, research, and sustainability can be improved through business innovation.

• Apply business tools and knowledge to day-to-day challenges in the heritage industry (By doing so you will add value to your organizations (and yourselves).

Assignments

The course assignments are organized into four sections

1. Weekly Discussions Students write a short (300–500 word) response to the week’s theme and review and comment on classmates’ responses

2. Individual Assignments Students submit short assignments on the week’s theme

3. Module Exams Students complete a ten question exam on each module

4. Innovation Project Students identify real business challenges facing their workplace and apply knowledge learned in the class to solve them

Textbook

Gaspar, Julian E., et al.