SYLLABUS
MGT 430
Spring, 2016

Class dates: Mondays & Wednesdays
January 20 – May 4, 2016

Time & location: Call# 5237  10:15 – 11:35  Room BB 005
Call #2896  11:45 –  1:05  Room BB 005

Final exam period: May 8 – May 15, 2016

Professor:  Ken Moore, 518-374-1050,  kmoore01@nycap.rr.com (preferred)
            kmoore@albany.edu (school)

Course website:  www.albany.edu/faculty/vanness/KenMoore.pdf

TEXTBOOK: Human Resource Management, 2nd Edition; Lepak, David & Gowan, Mary;

MAJOR SUBJECT AREAS:
1. Human resources management as a competitive advantage
2. Job planning, analysis & design
3. Employment & Recruiting
4. Employee Benefits
5. Compensation
6. Performance Management
7. Training & Development
8. Collective Bargaining & Labor Relations
9. Global HRM
10. Practical exercises

COURSE BULLETIN DESCRIPTION
This course introduces the concepts and techniques of human resources management,
with an emphasis on knowledge relevant for practicing managers. Topics include
human resource planning, human resource information systems, employee
recruitment and selection, equal opportunity and affirmative action, diversity and
multiculturalism, compensation and benefits, performance appraisal, training and
development, quality of work-life programs, career planning, labor relations, safety,
ethical and legal issues in HRM, and international differences in HRM.

Prerequisite(s) or co requisite(s): B MGT 341.
COURSE COMPONENTS

1. **Lectures & Discussions.** We will discuss the assigned readings and PowerPoint slides during each day of class. You are expected to be knowledgeable on current business news and affairs as reported in business newspapers such as the Wall Street Journal and business journals such as Business Week and Forbes. These journals and magazines may be found online or in the library.

GRADED ACTIVITIES

a. 500 points Exam #1
500 points Exam #2
500 points Final exam
b. 500 points Group presentation
c. 250 points Executive Briefing paper #1
d. 250 points Executive Briefing paper #2
e. 100 points Peer evaluation

Total points: 2600

Extra credit
25 points Perfect attendance
50 points Team President
25 points Team Vice President

GRADING

Based upon your total points earned (maximum = 5300 + extra credit), your grade will be calculated according to the SUNY-Albany grading criteria

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
<th>Points Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>96 - 100%</td>
<td>2496 - 2600 points</td>
</tr>
<tr>
<td>A-</td>
<td>91-95%</td>
<td>2366 - 2495 points</td>
</tr>
<tr>
<td>B+</td>
<td>87-90%</td>
<td>2262 – 2365 points</td>
</tr>
<tr>
<td>B</td>
<td>83 – 86%</td>
<td>2158 – 2261 points</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 82%</td>
<td>2080 – 2157 points</td>
</tr>
<tr>
<td>C+</td>
<td>77-79%</td>
<td>2002 – 2079 points</td>
</tr>
<tr>
<td>C</td>
<td>73 – 76%</td>
<td>1898 – 2001 points</td>
</tr>
<tr>
<td>C-</td>
<td>70 – 72%</td>
<td>1820 – 1897 points</td>
</tr>
<tr>
<td>D</td>
<td>61-69%</td>
<td>1686 – 1819 points</td>
</tr>
<tr>
<td>E</td>
<td>Below 61%</td>
<td>0 - 1685 points</td>
</tr>
</tbody>
</table>
TWO EXECUTIVE BRIEFING PAPERS

As the Human Resources executive for your company, your colleagues and superiors will ask you from time to time to present HR-related arguments for or against a company policy or business decision under consideration. The subjects of the essays are discussed below. Each essay will be a summary of the advantages and disadvantages of a desired HRM policy. The narrative portion of the essays will be a total of 3-4 pages in length (12 font) and will be in the following format:

a. **Cover sheet** – This will include your name, course identification, date, essay number, and the title of your essay.

b. **Executive summary** – This will present a one page concise summary of the arguments presented in your essay briefing. It will outline the problem(s) and your recommendation(s) for or against a solution. It is designed to be read by the executive and encourage his or her interest in reading the following pages.

c. **The essay** – The executive summary will be followed by a 3-4 page description of the problem and will present well-reasoned arguments for or against a particular position. It will end with your recommendations for addressing this problem supported by informed arguments.

EXECUTIVE BRIEFING TOPICS

**Essay #1:**

The focus of the first essay is to make a business justification for the role that Human Resources plays in an organization. It should include arguments such as:

a. Why does Human Resources exist in an organization?

b. What are the value-added deliverables of HRM?

c. What are the benefits of the HR deliverables to the employees, the customers, and to the owners/shareholders of the organization?

**Essay #2:**

The second essay will be based upon your readings of the chapters in the textbook. You may select any topic covered in those chapters and present arguments recognizing the value or inherent challenges of the topic in a business setting.

**Exams**

There will be two mid-term exams plus a final exam. Each of the mid-term exams will be between 40 and 50 multiple choice questions based upon the readings and assignments covered thus far. The two mid-term exams will be held in the classroom at the regularly scheduled class time. The final exam will consist of 50 multiple choice questions and are based upon the entire semester’s readings and exercises. The final exam will be given during the school’s final exam period. You will be informed of the time and location when it is announced by the school.
If you miss a mid-term exam for any reason, you may make up that exam during the final exam period. Please be aware that the school permits two hours to take the final exam and any make-up midterm exams.

Teams

One of the highest priorities requested by the recruiters who hire SUNY graduates is that they be comfortable and effective in a multi-discipline team setting. Each of you will be assigned to one of 6 teams in this class. You will elect a President and a Vice President who will oversee the team's work. The President and the Vice President will serve for the 1st half of the semester. At the beginning of the second half, a new President and Vice President will be elected by the team members. Extra credit will be earned by these officers.

There are four important objectives of the team:
(1) To provide you with intellectual, technical, and creative assistance as you work on your semester project and other "graded" class assignments;
(2) To provide you with another opportunity to practice your abilities of persuasion and your verbal and written communication skills;
(3) To assist you in refining your critical thinking skills by questioning and challenging you to explain your thinking and reasoning;
(4) To provide you with the opportunity to make a significant contribution to the class debates and earn a grade commensurate with the team's success;

What does the team do?

Your team will be expected to meet at least once weekly for approximately an hour. It is the responsibility of the Vice President to organize the meetings. The President will conduct the meeting and document the activities including the names of those in attendance and those absent. The first term President will submit this report to the Professor at the halfway point in the semester and will be the basis of assigning the bonus credit to the Vice President and the President. A similar report will be due from the second term President at the end of the semester.

The report (1-2 pages + cover sheet) will summarize the discussions of each meeting, and will include the names of those in attendance and absent.

Teams will have specific activities. These will include but are not limited to:

a) Discussing and arguing concepts brought up in the text and classroom discussions.
b) Discussing and comparing research in HRM that is relevant to your two essays;
c) Preparing for the mid-term and final exams;
d) Preparing your team for its group presentation
Group presentation

Towards the end of the semester as specified in the syllabus, each team will make a group presentation on a Human Resources subject. Below are eight (8) topics that you may pick for your research and presentation. All members of the group are expected to participate and professional attire is required.

The purpose of this exercise is to develop and present convincing arguments involving major Human Resources areas of responsibility and how the delivery of results in those areas have an impact on the success of the organization.

Each team will have approximately 45 minutes to present the subject of their presentation and provide arguments in support of your thesis. At the conclusion of the presentation, the audience will be allowed 15 - 20 minutes to question the team’s presentation and listen to their responses. You may use any audio/visual tools that are available in the classroom.

You will be graded by your colleagues and the professor on the quality of the presentation based upon the clarity and persuasiveness of your arguments in the following six (6) categories:
   a. Introduction of the thesis
   b. Presentation of the facts
   c. Arguments about what the facts prove
   d. Conclusions
   e. Recommendations
   f. Responses to audience questions

Subjects suitable for research and group presentation

The following subjects are appropriate for your selection. However, no team may select a topic that has already been selected by another team – so first come, first served. You should select an industry that is interesting to your group (e.g. transportation, technology, oil & gas, publishing, fashion, etc.) and focus your research and presentation around that industry. Other subjects may be considered but must have the prior approval of the professor.

   a. Define the role that Human Resources must play in order for the company to succeed in global and international business and operations;

   b. Should the minimum wage of entry-level fast food industry employees be raised to $15.00 per hour?
      • What are some arguments for raising the minimum wage to $15 per hour?
      • What are some arguments against raising the wage to $15.00 per hour?
      • Why $15.00 per hour
c. Family Medical Leave Act –
   • Should this be a paid entitlement/benefit?
   • What are the financial ramifications to the company if FMLA becomes a paid entitlement/benefit?

d. Human resources management and technology –
   • What are the advantages technology in strategically managing people
   • What are the disadvantages in strategically managing people

e. Four generations working together –
   • What is HR’s role in managing the conflicts and opportunities inherent among the four generations?

f. Write and justify your company’s policy on the use of social media in the workplace.
   • What is permitted
   • What is not permitted
   • How will this policy advance the objectives of the company

g. Is government regulatory intervention of helping or hurting the employee-employer relationship?
   • Should the government mandate certain benefits
   • Should certain benefits be optional and left up to the employees
   • What is the impact of government mandated benefits and/or compliance on small businesses

h. What advice should HR provide to executive leadership regarding outsourcing or offshoring selected operations to international locations that are seen as more friendly to business?
   • Effect on employees
   • Effect on profitability factors
   • Effect on traditional HRM functions, e.g. equality, compensation, US vs. international labor law, etc.

i. What factors should be considered when selecting and assigning an employee to an overseas position, e.g.
   • Organizational support functions
   • Personal adaptability
   • Contact with headquarters
   • Technical KSAs
j. Should Performance Evaluations be eliminated in your company
   • How should performance be measured
   • What are some legal ramifications of abolishing performance appraisals

k. Executive salaries
   • The top four executives in your company (Chairman/CEO, President, Chief
     Financial Officer, Chief Operating Officer) each make a minimum of
     $2,500,000 is salary, bonus & stock options. The average manager earns
     $95,000 per year. The average employee earns $53,000 per year
   • What are your arguments for this pay package for the Named Executive
     Officer (NEO);
   • What are your arguments against this pay package?
   • What are your recommendation to improve this ratio?

Participation and attendance
It is understood that there will be emergencies, conditions, or school-related events
that may preclude your participation in a class. However, each class missed translates
into a gap in your knowledge. The more classes missed for whatever the reason, the
larger the gap. If you must miss a class, it will be assumed that you had a good reason.
Thus, doctor’s notes or notes from school officials are unnecessary. You are trusted.

You are allowed up to two absences from this class without penalty. Perfect
attendance will add 100 points to your overall point total. A 50 point penalty will be
assessed for each absence over the two allotted absences, so spend them wisely.

Peer evaluation
An important function of Human Resources is performance management. You can
expect to be graded by your superiors, colleagues, and subordinates during your
career. In this class you will be asked to evaluate your teammates on their
participation and contributions to the activities of the team and the class. It is done
anonymously.

During the last week of the semester, you will be provided with a Peer Evaluation
form for you to complete in which you will be asked to evaluate your teammates
based upon their contribution to the success of the group’s activities. It is based upon
a sliding scale:
   a. Excellent 100 points
   b. Above average 75 points
   c. Average 50 points
   d. Below average 0 points

Each individual score from your teammates will be added together and then divided
by the number of members on your team. The evaluation process is designed to
promote effective participation by all members by building on strengths, minimizing weaknesses, and focusing on team goals.

GENERAL ACADEMIC RULES

Ethics
Ethics and ethical reasoning will be integrated throughout the course. Since a primary focus of this course is business ethics and ethical behavior it seems only appropriate that we discuss class behavior in an ethical context. Quite simply, you should author your own work, give credit when quoting the work of others, and NEVER copy anything that is copyright protected without appropriate approval. Of course you understand that test taking means NEVER seeking unauthorized assistance. If there is ever a situation in which you find yourself unsure of the correct course of action, please ASK your professor for guidance.

Reflection on Diversity
Many classes will begin with a discussion of current events. You are encouraged to participate by expressing your opinion of the issues. Our classes are multi-cultural thus you will find this to be a perfect opportunity to observe reactions to current events from different perspectives. This course will be rich with new ideas and each session will be a unique learning experience as well as a model for human respect.

Due dates / late work
All assignments are due at the beginning of the class session on the date indicated on the syllabus. E-mail assignments are not accepted. Late assignments will be assessed a 10% penalty for each school day that it is late. Unless other arrangements have been made with the professor, assignments more than 48 hours old will not be accepted and will be graded as a zero (0) on your points calculation.

Students with disabilities
The University at Albany is committed to providing reasonable accommodation for people with disabilities. Any student who has a documented disability that is covered by the university’s services for students with disabilities should contact the professor during the first week of class to discuss and arrange for any instructional accommodations that may be necessary. Students who need accommodations must be registered with the Disability Resource Center which is located in Campus Center 137.

Professionalism
The School of Business is a professional school. One purpose of the course is to educate future leaders on the professional behavior that is expected in corporate behavior. Therefore, students will be expected to conduct themselves in a professional manner at all times. Specifically, students should
  a. Be on time for class each day;
b. Have read all assignments prior to each class;
c. Participate in all class discussions and exercises;
d. Be respectful of all faculty, guest speakers and fellow students;
e. Display tolerance of, and encourage, informed viewpoints expressed by others, even if you disagree with them.

You are strongly encouraged to challenge the opinions and ideas of any speaker, including faculty, and provide informed justification for your viewpoint. You are not allowed to personally disparage any speaker. In other words, you may criticize an idea. You may not criticize the speaker.

Academic integrity
Academic and professional integrity is critical to success in any endeavor. Cheating, plagiarism, or other forms of dishonest behavior will not be tolerated. Any student caught cheating, plagiarizing, or other forms of dishonest behavior, or assisting other students in dishonest behavior will receive an F in the course and may be subject to other disciplinary actions deemed appropriate by the university. Please refer to the UA Undergraduate Bulletin (www.albany.edu/undergraduate_bulletin/regulations) for further guidance and information. Please note that for team exercises, the entire team will be held accountable for any cases of cheating, plagiarism, or dishonest behavior.

Class dates:
See attached.