STONY BROOK UNIVERSITY  
College of Business  

MBA 532/CES515: Foundations of Human Resource Management (Online)  
Spring 2014  

Instructor: Dr. John W. Coverdale  
E-Mail: john.coverdale@stonybrook.edu  

Office Hours: By Appointment (preferably on Mondays)  

Seminar Description  
This course explores the basic elements of Human Resources: Students will get an solid overview of human resource functions; recruitment, selection, and placement; job classification and wage and benefit systems; employee supervision, counseling, discipline, and grievance; the legal framework of human resource administration; and approaches specific to union and nonunion environments.  

Expected Outcomes  
Upon completion of this course, you can expect to have  

- Gained knowledge of the theory and practice of successful human resource management.  
- Understanding of illustrated and applied human resource management concepts via case studies and your own experiences.  
- Explored human resource practices of real companies.  
- Developed your portfolio in training and development exercises.  
- Improved your communication, analytical, and writing skills.  

Required Texts — available at Barnes & Noble University Bookstore and Amazon.com  
ISBN: 9780618794195  

Evaluation & Grading  

<table>
<thead>
<tr>
<th>Evaluation</th>
<th>Points</th>
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<tbody>
<tr>
<td>Midterm Journal</td>
<td>36.5%</td>
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<tr>
<td>Final Journal</td>
<td>36.5%</td>
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<tr>
<td>Class Participation</td>
<td>27.0%</td>
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Course Grading

- A, 94-100
- A-, 90-93
- B+, 87-89
- B, 83-86
- B-, 80-82
- C+, 77-79
- C, 74-76
- C-, 71-73

Your active class participation is required minimally three times per week. There is no way to make up for missed discussion participation. My assessment for class participation is based upon the following criteria.

1. Demonstrated use of text materials
2. Participation minimally three times per week, Monday through Sunday.
3. Your analysis and interpretation, comments, opinion on the issues under discussion. This is an extremely interactive class and my participation is reflected in the weekly class discussions as well. But since this is a graduate seminar, the bulk of your learning about each week’s topic should be taking place via the assigned readings and your interactive discussions with each other.

Keep in mind that a post which merely states, “I agree with the readings” without stating your reasons as to why you agree or disagree does not count as participation. Furthermore, meeting the minimum posts per week, but not presenting quality posts, will not position you for full credit in class participation! No rants!

Your weekly posts should be analytical, informative, and/or enhance the discussion during the course of the week. Consider the weekly posts as thoughtful reactions to the assigned reading and other materials related to the topic, as well as to the comments made by your classmates and/or instructor.

EXTREMELY IMPORTANT NOTE: The class week begins on Monday and ends on Sunday at midnight, at which point discussions will be locked at the end of each week. When a discussion is locked, it becomes a read-only discussion and no more posts can be made.

Participation in Discussion Forums – Course Requirement

All assessments, readings and assignments must be completed (and posted where applicable) by the date(s) indicated in the syllabus and/or on Blackboard. You are expected to be an active participant in the learning process and contribute to all on-line discussions at least THREE times per week. While I do not believe in grading discussion board posts each week, your final participation grade is based
on the number and quality of contributions you make to the on-line discussion.

THREE is a minimum number; making only three posts per week will not yield you with the highest possible grade. The expectation is that you will present answers to posted, instructor-raised questions early in the week, and will comment on others’ views and positions until the week ends. The goal is quality, and the promotion of constructive conversation, if not a dialogue! Comments must go beyond short statements, such as “I agree” or “Good point.” Seek to add value! It is also important that you make posts early in the week, and respond to the post of your classmates around mid-week. LATE WEEK POSTS CARRY LESS WEIGHT!!! LEAD!!!

TWO WRITTEN JOURNAL ASSIGNMENTS: 73% Total

Journal assignments should be double-spaced typed pages (Font: 11pt Arial). Each day late will be a deduction of 3 points. One journal is due at the end of week five, and one is due by the end of week ten. See the course syllabus for specific details.

How to contact your instructor:
The best way to contact me is by email, but you may also call (516) 509-5802, Eastern Standard Time.
Schedule of Classes/Assignments

Week One: Intro/Preliminary Matters
Discussion Board entry: What Human Resource Management means to me?

Week Two: An overview of Human Resource Management
Read Chapter 1 — The Nature of Human Resource Management
*Complete Enterprise case/questions on p.31 for journal
*Complete HR Internet Exercise for journal
Review and Discussion questions 2, 3, 4, 5, 6, (Odd if Last name A-L or even if last name L-Z)
Read Chapter 2 — The Legal Environment
Review and Discussion questions 1, 2, 3, 5, 6, 7 (odd-even)

Week Three: Read Chapter 3 -- The Global Environment
Review and discussion questions 3, 4, 5, 7 (odd-even)
Read Chapter 4 -- The Competitive Environment
Review and discussion questions 1, 4, 6, 7, 9, 10 (odd-even)
*Complete Home Depot case/questions on p.131 for journal

Week Four: Read Chapter 5--Information for Making HR Decisions
Review and discussion questions 3, 4, 5, 8, 10 (odd-even)
Read Chapter 6—Organizational Form and Structure
Review and discussion questions 3, 4, 5, 6, 7, 9 (odd-even)
*Complete Ethical Dilemma in HR exercise on p.206 for journal

Week Five: Read Chapter 7—Recruitment and Selection
Review and discussion questions 1, 2, 4, 6, 9 (odd-even)
Read Gladwell Article
Mid Term Journal due!

Week Six: Read Chapter 8—Managing the Diverse Workforce
Review and discussion questions 1, 2, 3, 5, 7, 8, 9, 10 (odd-even)
*Complete Building HRM Skills p.279 for journal
Read Chapter 9—Compensation and Benefits
Review and discussion questions 1, 2, 6, 7, 8, 9, 10 (odd-even)
*Complete General Motors/Walmart case/questions for journal

**Week Seven:** Read Chapter 10—Performance Appraisal/Career Management  
*Review and discussion questions 1, 2, 3, 5, 7, 9(odd-even)*  
*Complete Accelerated Performance Reviews case/questions for journal  
*Read Chapter 11—Managing Labor Relations  
*Review and discussion questions 1, 2, 3, 5, 10(odd-even)*  
*Complete Winning the battle but losing the war? Case/questions for journal

**Week Eight:** Read Chapter 12—Safety, Health, Well Being, and Security  
*Review and discussion questions 1, 2, 6, 7, 8(odd-even)*

**Week Nine:** Read Chapter 13—Motivation at Work  
*Review and discussion questions 2, 5, 7, 10(odd-even)*  
*Complete Motivational Silos case/questions on p. 444 for journal  
*Complete Building HRM skills on p. 445 for journal

**Week Ten:** Read Chapter 14—Performance Enhancement Techniques  
*Review and discussion questions 1, 2, 8(odd-even)*  
*Complete Enhancing Performance case/questions on p. 476 for journal

**Final Journal due!**
Academic Honesty

Intellectual honesty is the cornerstone of all academic and scholarly work. Therefore, the University views any form of academic dishonesty as a serious matter and requires all instructors to report every case of academic dishonesty to the SPD Committee on Academic Standing, which keeps records of all cases. All work submitted or posted by students in this course must be their own. Submission of writing or ideas, which are not the original work of the student (and not properly referenced) is considered plagiarism. Unintentional plagiarism is still plagiarism, so if you have any questions about the proper acknowledgement of sources, be sure to ask your instructor who can advise you about various electronic tools available to assist you in self-screening your work. For detailed information, refer to SPD’s “Policy and Procedures for Governing Academic Honesty” for specific Information. (http://www.stonybrook.edu/spd/assets/pdf/dishonesty.pdf)

The College of Business Statement Regarding Academic Dishonesty

The College of Business regards any act of academic dishonesty as a major violation punishable by severe penalties, including dismissal from the University. University policy requires that instructors and GAs report all suspected cases of academic dishonesty to the appropriate Academic Judiciary Committee, which is empowered to take strong action against violators, including expulsion from the University. Please note that there is a link to the Academic Judiciary web site on the Blackboard home page.

Under no circumstances will the College of Business permit cheating of any kind. Many activities constitute academic dishonesty. The following list is not inclusive, only suggestive:

On Examinations

- Referring in any way to the examination paper of another student.
- Use of materials (notes, books, etc.) not explicitly permitted by the instructor.
- The exchange of any information concerning the examination with any other person after the examination has begun.

On Papers

- The submission in whole or part of the work of another person as if it were your own.
- The citation of the work of others without proper reference and credit.

If you have any questions about the honesty of an action, please consult with any faculty member for clarification. We will not construe such consultation as
evidence that you have committed any violation or are even contemplating it. We will not accept failure to understand the rules as an excuse.

If you are considering any act of academic dishonesty, the College of Business advises you in the strongest possible terms to abstain. The consequences associated with academic dishonesty are substantial enough literally to ruin your career. DON’T DO IT.

**What is Plagiarism?**

There is nothing wrong with using the words or thoughts of others or getting help. Indeed, it is good to do so as long as you explicitly acknowledge your debt. It is plagiarism when you pass off the work of others as though it were your own:

- Copying without quotation marks or paraphrasing without acknowledgment from the writing of someone else.
- Using someone else’s facts or ideas without acknowledgment.
- Submitting work in one course that you submitted for credit in another course without the permission of both instructors.

You can strengthen your paper by using material by others – as long as you acknowledge your use, and as long as you use that material as a building block for your own thinking rather than a substitute for it. When you use published words, data, or thoughts, you must footnote your use. (See any handbook or dictionary for footnote formats.) When you use the words or ideas of friends or classmates, you should thank them in an endnote (e.g., “I am grateful to my friend so-and-so for the argument in the third paragraph.”). If friends just give you reactions but no suggestions, you need not acknowledge that help in print (though it is gracious to do so).

The academic and business worlds depend on people using the work of others for their own work. Dishonesty destroys the possibility of working together as colleagues. Faculty and researchers do not advance knowledge by passing off the work of others as their own. Students do not learn by copying what they should think out on their own. Therefore, the University insists that instructors report every case of plagiarism to the Academic Judiciary Committee, which keeps records of all cases. The recommended penalty for plagiarism is failure for the course and possible expulsion from the University. (Created by Thomas Sexton.)

**Stony Brook University Disability Support Services Statement**

If you have a physical, psychological, medical, or learning disability that may impact your course work, please contact Disability Support Services (631) 632-6748 or dss@notes.cc.sunysb.edu or visit their website at [http://studentaffairs.stonybrook.edu/dss/](http://studentaffairs.stonybrook.edu/dss/). They will determine with you what accommodations are necessary and appropriate. All information and
documentation is confidential.

On Campus Support

Students who require assistance during emergency evacuation are encouraged to discuss their needs with their professors and Disability Support Services. For procedures and information go to the following website: http://www.sunysb.edu/facilities/ehs/fire/disabilities.shtml

Critical Incident Management

Stony Brook University expects students to respect the rights, privileges, and property of other people. Faculty are required to report to the Office of Judicial Affairs any disruptive behavior that interrupts their ability to teach, compromises the safety of the learning environment, or inhibits students' ability to learn. Faculty in the HSC Schools and the School of Medicine are required to follow their school-specific procedures.

Course Content

Course material accessed from Blackboard, SB Connect, SB Capture or a Stony Brook Course website is for the exclusive use of students who are currently enrolled in the course. Content from these systems cannot be reused or distributed without written permission of the instructor and/or the copyright holder. Duplication of materials protected by copyright, without permission of the copyright holder is a violation of the Federal copyright law, as well as a violation of Stony Brook’s Academic Integrity and Student Conduct Codes.