

**School of Management / MGI 301: Human Resources Management**  
**Spring 2016 Course Syllabus**

Instructor: Cecily Rodriguez, MS, PHR  
 Contact Information: [cecilyro@buffalo.edu](mailto:cecilyro@buffalo.edu) / 716.812.4847  
 Class Hours & Location: Mon/Wed, 8:00 – 9:20am, Jacobs 122  
 Office Hours: Office hours by appointment, Jacobs 252

**Course Description**

*“People are our most important asset.”*

This stock phrase can be found, in one form or another, in most annual reports and CEO speeches. Is it true? Nearly all managers would agree that managing people effectively is an important ingredient of organizational effectiveness. In fact, an analysis of the most admired companies concluded the most important success factor, one of the few ways firms gain long-term, sustainable competitive advantage, was the effective acquisition and management of people.

This course provides an overview of human resource management (HRM) which is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated, and compensated, and what steps are taken to retain them. In turn, HRM plays a critical role in predicting employee behavior, attitudes, and performance. **If an organization wants good people, it must practice good HRM.** We will focus on managers and how they develop and implement effective and efficient HR practices to support strategic objectives of the firm. We will focus on the HR decisions made by all managers (e.g., selection, evaluation, compensation, termination) as well as the legal environment. Increasingly, the task of managing and developing people is shared between HR and managers. Thus, while this course is a good intro to strategic HRM for students who seek careers in HR, it does not provide the kind of in-depth topical knowledge required to hold a job as HR generalist and therefore is equally appropriate for students who may pursue other career paths. *Course pre-requisite: junior standing.*

**This course has four major goals:**

- 1) Provide an understanding of key human resource practices in today’s organizations.
- 2) Help build critical thinking skills by analyzing how HR practices support strategic objectives and enhance performance.
- 3) Help you apply an understanding of human resource practices to your job search and career choices.
- 4) Develop your skills in: problem solving and analysis, written and oral communication, and teamwork.

**Learning Outcomes**

<i>By the end of the course you should be able to...</i>	<i>Method of Assessment</i>
Demonstrate understanding of the basic processes that comprise and organization’s HR activities.	Exams, assignments, in-class discussion of readings
Understand managerial tools that are needed to execute the basic HR processes, e.g. selection interviews, performance reviews, development planning.	Exams, in-class discussion, mini-cases
Analyze legal and ethical challenges that arise in the field of HR.	Exams, in-class discussion
Compare and contrast the approaches to the management of people that arise from choices in the organization’s strategy.	Exams, in-class discussion, video assignments
Understand how designing and linking an effective HR strategy can drive the execution of the overall company strategy.	Exams, video and case assignments, in class discussion
Communicate effectively on current HR issues.	In-class discussion and Final Assignment

The learning outcomes derived from the course will not only provide a broad-based view of HRM for those contemplating entering the HR field, it will also be of relevance to anyone with management/leadership ambitions. MGI 301 is a required core course for business majors and also serves as the foundational course for those who chose the Human Resources Management concentration.

**COURSE MATERIALS**

**Optional Text:** Human Resource Management: Gaining a Competitive Advantage/9e, Noe, Hellenbeck, Gerhart, Wright, 2015. Additional materials will be posted and/or distributed in class.

**COURSE ADMINISTRATION AND POLICIES**

**Class Structure**

Classes will be primarily comprised of lectures, videos, group discussions, etc. A high level of participation from all students is expected. It is my intent to adhere to the schedule outlined in the syllabus. **There may be unforeseen circumstances that will require the shifting of some sessions.** Your understanding is greatly appreciated if this does occur.

**Assignments**

Assignments with their corresponding due dates are outlined in the attached course calendar. Preparation instructions will be posted on UBlerns.

**All assignments are due at the beginning of the class for your registered section.** Late assignments are not accepted and extra credit assignments are not available. If an event arises that is *beyond your control* and you are unable to meet an assignment deadline, you must contact me immediately.

**Attendance**

You should only attend the MGI 301 section for which you are registered. If you are unable to attend a particular class, you are responsible for obtaining any notes/materials.

**Grading**

Grading will be weighted as follows:

Grading Scale		
Mini Case	25	6%
Video Case	25	6%
Mid-Term	100	25%
Final Exam	100	25%
Quiz #1	20	5%
Quiz #2	20	5%
Team Current Events Project	50	13%
Team Current Events Peer Evaluation	25	6%
Participation*	25	6%
Attendance	10	3%
<b>TOTAL</b>	<b>400</b>	<b>100%</b>

\*Participation is based on:

- Did the student take the initiative to participate in class discussions in a productive way?
- Was the student prepared by having read the syllabus, studying the notes, and done the reading?
- Was the student attentive to the professor, guest, and classmates while in class (e.g. not on their phone)?

In accordance with the University policy, a grade of “Incomplete” will be granted only if: 1) a significant portion of the course requirements has been completed with a passing grade, and 2) a situation beyond the student’s control (e.g., severe illness or family emergency) prevents timely completion of the course.

Grade cutoffs are expected to be:

A	94-100	C+	70-74	F <50
A-	90-93	C	65-69	
B+	85-89	C-	60-64	
B	80-84	D+	55-59	
B-	75-79	D	50-54	

### **Academic Integrity**

The University community depends on shared academic standards. Academic dishonesty in any form by a student represents an impairment of these standards. All work that you submit for this course must be entirely yours and created specifically for this course. Please go to [undergrad-catalog.buffalo.edu/policies/course/integrity.shtml](http://undergrad-catalog.buffalo.edu/policies/course/integrity.shtml) for more complete information regarding University and School of Management academic integrity policies and standards.

### **Accessibility of Services**

The University of Buffalo is committed to meeting the needs of all students. Students with disabilities covered by the American with Disabilities Act should notify me the first week of class and follow the steps outlined by UB’s Accessibility Resources Office for requesting accommodations. These guidelines can be found at: [student-affairs.buffalo.edu/ods/request.php](http://student-affairs.buffalo.edu/ods/request.php).

### **Research Requirement**

As a part of this course, students must fulfill a research requirement (either by participating in research or by completing research papers).

Please check UBlearns for more details. Should you have any questions about the research requirement, please contact:

Katie Niblock, Ph.D. Student  
 261 Jacobs Management Center  
 phone: [716-481-0032](tel:716-481-0032) / email: [katienib@buffalo.edu](mailto:katienib@buffalo.edu)

Class #	Day	Date	Topic	Reading	Assignments
1	M	1/25	Course Intro		
2	W	1/27	HR Strategy	CH 1	
3	M	2/1	HR Strategy	CH 1	
4	W	2/3	Strategic HR Management	CH 2	
5	M	2/8	The Legal Environment	CH 3	Mini Case #1: Sexual Harassment or Just Being a Friendly Co-Worker
6	W	2/10	Work Flow & Org Structure	CH4	
7	M	2/15	HR Planning & Recruitment	CH 5	
8	W	2/17	Selection and Placement	CH 6	Quiz #1
9	M	2/22	Selection and Placement	CH 6	
10	W	2/24	Training	CH 7	
11	M	2/29	Performance Management	CH 8	Video Case #1:
12	W	3/2	Mid-Term Review		
13	M	3/7	Mid-Term Study Time		
14	W	3/9	<b>MID-TERM: CH 1 - 8</b>		
15	M	3/14	<b>NO CLASS</b>		
16	W	3/16	<b>NO CLASS</b>		
17	M	3/21	<b>NO CLASS</b>		
18	W	3/23	Employee Development	CH 9	
19	M	3/28	Current Events Project Team Assignments		
20	W	3/30	Employee Separation & Retention	CH 10	Read: Fire Me Why Don't You
21	M	4/4	Pay Structure	CH 11	
22	W	4/6	Compensation	CH 12	
23	M	4/11	Benefits	CH 13	Quiz #2
24	W	4/13	Labor Relations	CH 14	
25	M	4/18	Labor Relations	CH 14	
26	W	4/20	Global HR	CH 15	
27	M	4/25	Current Events Project Presentations		Team Current Events Project
28	W	4/27	Current Events Project Presentations		Team Current Events Project
29	M	5/2	Final Exam Review		
30	W	5/4	Final Exam Study Time		
31		TBD	<b>FINAL EXAM: 9-15</b>		