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Carnegie Mellon University
Personnel Strategy
45-971 M4 2015

ASSIGNMENT 1

This written portion of the assignment is worth 15 percent of your final grade, and is due 9:00AM Monday March 30. Please email my teaching assistant, Aaron Barkley at abarkley@andrew.cmu.edu, an electronic version of your report in pdf form before the deadline. There will also be a verbal portion to this assignment, a class discussion of the project next Tuesday evening at 6:30PM in which your participation, individually based, is worth 5 percent.

I recommend that you form small groups of two or three to brainstorm and critique each other. Groups of up to three are admissible (in which case all students will be awarded the same grade), but no more than three in a group is permitted. (If 4 are in the group, then each person receives 3/4 of the final group grade.)

The assignment is a case study based on a recent New York Times documentary. Its purpose is to help you understand how strategy might trump ethical considerations in personnel management.

Watch the video “The Men of Atalissa” and read “The ‘boys’ in the Bunkhouse” before answering the following four questions. Each answer should be about one page or less. Absorb the commentary to distill the facts of the case as best you can understand them, but form your own opinions independently of the heavily laden moral outrage permeating the documentary.

1. For each of the four main ways of managing employees mentioned in the lecture notes, provide several examples that Henry’s Turkey Service used. Where possible be specific and reference each example with the minute/second or a page citation.
2. Excluding the losses from the law suit, provide a rough calculation of how profitable these methods were, compared to say drawing from the local population at Atalissa, or the youth who moved on from there, or setting up shop somewhere else.
3. Do you think the men who signed on with Henry’s Turkey service had a better or a worse life compared to what they would have had in Texas?

4. Could the penalties arising from the law suit have been avoided by personnel actions that would have been less costly to the company?

5. Give the reasons and provide supporting evidence of why you think Henry's Turkey Service shut down.