Selected Problems: "Green HRM" (Brief version of syllabus)

School of Management and Labor Relations, Rutgers University Summer 2012, Course No. 38: 533:614 (Index 82932)

SCHOOL OF MANAGEMENT AND LABOR RELATIONS
Monday and Wednesday, 6:30 - 9:10pm Janice Levin Bldg, Room 106

Professor Susan E. Jackson

Department of Human Resource Management Rutgers University Email: sjackson@smlr.rutgers.edu

Prerequisites

Students who enroll in this course must have a basic understanding of human resource management, based on either work experience or formal course work (e.g., having completed an introductory course on HRM).

Course Overview

Upon completing this course, you will have developed an improved understanding of the role of human resource management in organizations striving to achieve environmental sustainability. We will be discussing several external factors (e.g., the science of climate change, government regulations, customer and employee preferences) that are compelling some organizations to treat environmental sustainability as a strategic imperative. Throughout the semester, you will develop the expertise needed to intelligently discuss a variety of environmental issues and their relevance to business organizations. We also will examine company cases that illustrate the role of HR professionals and the use of specific HRM practices (e.g., training, development, performance measurement, incentives) in such organizations.

Required Readings

- 1. Darcy Hitchcock and Marsha Willard. (2009). *The business guide to sustainability: Practical strategies and tools for organizations, 2nd edition.* London: Earthscan.
- 2. S. E. Jackson, D. Ones, S. Dilchert. (2012) *Managing human resources for environmental sustainability* San Francisco: Pfeiffer/Jossey-Bass. (if this book is not yet available, electronic chapters will be distributed by the professor).
- 3. Additional required readings will be posted on the course website.

Assignments (Some Due Dates Will Be Determined in Discussion with the Class Participants)

All written work and class presentations should meet professional standards. Be sure to proofread your essays and slides carefully, and practice your presentations in advance. In fairness to everyone involved in this course, no assignments will be accepted after the agreed due date. NOTE: Some due dates will be determined after our first class meeting, based on the projects selected by class members. You are responsible for working within the framework provided, so plan accordingly.

- **a.** Participation (200 points). Maximum learning can occur in this course only if everyone actively participates. Good participation means:
 - ♦ Preparing for class, arriving on time, and completing all assignments on time, including those that are "ungraded" (50 pts).
 - ♦ Conducting additional research on current events and bringing that knowledge into class discussions (50 pts).

- ♦ Engaging in active listening and active discussion, sharing your experiences and insights during class, and contributing to the development of an HRM Framework for Managing Environmental Sustainability (50 pts).
- Contributing to the class's online glossary of essential ES terms (50 pts).
- b. Industry Analysis and Application Project (400 points). Working alone or with a small team of other students, you will conduct a detailed Industry Analysis of the environmental issues facing one industry of your choice and the implications of those issues for managing human resources in the industry. You will present your results in two phases:
 - Phase 1 (200 points): Identify the environmental issues of most importance in the industry, explain how those issues affect businesses in the industry, and identify firms recognized as industry leaders in addressing environmental issues.
 - Phase 2 (200 pts): Describe what leaders in the industry are doing to address environmental issues and discuss the role of HR professionals.
- c. Topical Expert Contribution. (200 points). Environmental issues are wide-ranging. Which domains are of most interest to you? You will choose one environmental issue to focus on, develop your expertise on this topic, and make a unique contribution of your choice to our learning.
- d. Exam (200 points). One exam will be used to test your knowledge of environmental sustainability concepts and resources. The exam will be closed-book and may include multiple-choice and/or short-answer questions.

Grading

Your final grade will be determined by the total number of points you earn, as follows:

<u>POINTS</u>	<u>GRADE</u>
900-1000	А
880-899	B+
800-879	В
780-799	C+
700-779	С
< 700	

CALENDAR (Sample of Weeks 1 and 2) (See course website for changes that occur during the semester)

When and Topics	Readings	Class activities and discussions
Week 1		
Wednesday, June 1 Introductions to the course and each other.		Discuss student interests, select individual and team topics, form teams.
	W. L.O.	Begin to develop an integrative framework for Green HRM
Week 2		
Monday, June 6 Strategic Importance of Environmental Sustainability	 H&W Ch. 1: Sustainability as a strategic issue. H&W Appendix A: Sustainability frameworks and tools 	Finalize individual and team topics and presentation dates. Why is business paying more
DO Online: Estimate your	3. H&W Appendix B: Certification schemes	attention to environmental today compared to 10 years ago?
environmental footprint	Online: 4. JO&D Ch 1: Portrait of a slow revolution 5. JO&D Ch 2: The strategic importance of environmental sustainability	What elements do we need to include in our HRM Framework for Managing ES?
Wednesday, June 8 Who are the players and what are their concerns?	1. H&W Ch. 2: Change agent/sustainability director: How to keep a sustainability effort on track.	Identify some of the personal and external factors that managers and executives respond to when leading environmental initiatives.
	JO&D Ch. 10: Leadership and environmental sustainability. Online:	Map the effects of Patagonia's manufacturing activities on its various stakeholders.
	3. Doing Well by Doing Good: Why Patagonia Makes a Profit Naturally.	Elaborate the stakeholders and outcome elements of our HRM Framework for Managing ES.
	4. Learn about Patagonia's supply chain at "The Footprint Chronicles"	
	5. Learn about Patagonia's environmental initiatives at "Patagonia: Environmentalism"	