Selected Problems: “HRM and Sustainability”
School of Management and Labor Relations, Rutgers University
Spring 2016, Course No. 38: 533: 616 (Sec. 01)
SCHOOL OF MANAGEMENT AND LABOR RELATIONS
Tuesday, 4:30 – 7:10, Janice Levin Bldg, Room 106

Professor Susan E. Jackson
Department of Human Resource Management
Rutgers University
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Office hours: Tuesday, 4:00-4:30 and 7:30-9:00 pm and by appointment, JLB 206

Prerequisites
Students must have completed the course “HR Strategy I” or equivalent to enroll in this course. Students who have already taken the course titled “Green HRM” are not eligible to enroll in “HRM and Sustainability”.

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 and social sustainability. We will be discussing several external factors (e.g., the science of climate change, government regulations, international NGO agreements, customers’ and employees' preferences) that are compelling many organizations to treat sustainability as a strategic imperative. Throughout the semester, you will develop the expertise needed to intelligently discuss a variety of environmental and social sustainability 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. The specific topics we will cover include:

- Brief History of Sustainability Concerns
- The Strategic Importance of Sustainability
- Sustainability and Community Relations
- Legal Regulations and Voluntary Certifications for Sustainability
- Sustainability Metrics
- Sustainability and Supply Chain Management
- Sustainability and Marketing
- Sustainability and Operations Management
- Role of HR Professionals in Achieving Sustainability

Textbooks (available in electronic and paper formats; additional required readings will be posted on the course website)

Required

Optional

Assignments
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 assignment will be accepted after the agreed due date. Actual due dates might change from those listed here. See the course website for detailed descriptions of the assignments and due dates.

a. **In-Class Participation (100 points).** Maximum learning can occur in this course only if everyone actively participates. Good participation means preparing for and attending class, arriving on time, completing all graded and ungraded assignments on time, actively contributing to everyone’s learning experience.

b. **Industry Analysis and Application Project (400 points).** Working with a team of other students, you will conduct a detailed Industry Analysis to learn about the environmental and sustainability issues facing one industry and the implications of those issues for managing human resources in the industry. You will present your results to the class in two phases:
   - **Phase 1 (200 points):** Identify the social and 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. **Time limit: 30 minutes. Due March 1.**
   - **Phase 2 (200 points):** Describe what industry leaders are doing to address sustainability issues and discuss the role of HR professionals in those initiatives. **Time limit: 30 minutes. Due April 12.**

c. **Topic Expert. Presentation (100 points) and Essay (100 points).** Early in the semester you will be assigned a topic on which to become an expert. You will research the topic, develop your expertise, and make a presentation (approximately **20 minutes plus Q&A**) that educates the class. In addition, you will prepare a short essay summarizing the key ideas and concepts from your presentation. Topic Expert presentations will be given throughout the semester on **dates assigned by the professor.** The Topic Expert essay is due **March 29.**

d. **Online Discussions (100 points).** Throughout the semester, the class will engage in online discussions about questions posed by the professor. The discussion questions will ask you to debate and reflect on issues that arise throughout the semester, provide solutions to case problems, share in new information, comment on ongoing events, etc. Everyone is expected to participate actively in these online discussions.

e. **Exam (200 points).** One exam will be used to test your knowledge of sustainability concepts and resources. The exam will be closed-book and will include questions formatted as short-answer essays. The date for the exam is **April 27.**

**Academic Integrity Policy**

All MHRM students are expected to conduct themselves in a manner consistent with the Rutgers Academic Integrity Policy, which is available online at [http://academicintegrity.rutgers.edu/](http://academicintegrity.rutgers.edu/) If you have not yet done so, I urge you to complete the 20-minute interactive-tutorial on Plagiarism and Academic Integrity now: [http://www.scc.rutgers.edu/douglass/sal/plagiarism/intro.html](http://www.scc.rutgers.edu/douglass/sal/plagiarism/intro.html) For tips about how to take notes so that you don’t plagiarize by accident, go to [http://www.libraries.rutgers.edu/avoid_plagiarism](http://www.libraries.rutgers.edu/avoid_plagiarism)

**Grading**

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

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