Course Syllabus **Rutgers University** **School of Management and Labor Relations** **Human Resources Management Department** **2015-2016**	RUTGERS THE STATE UNIVERSITY OF NEW JERSEY

37:533:301:02– Introduction to Human Resource Management

Contact details	**Class details**
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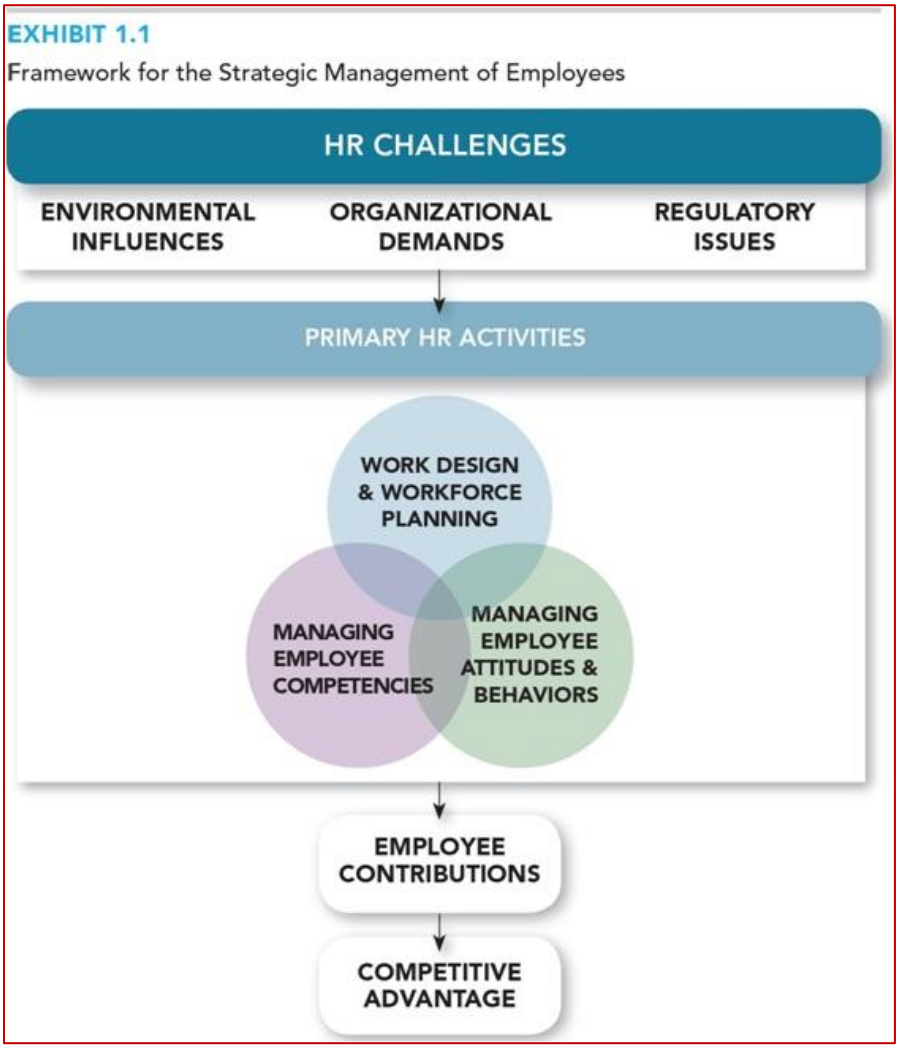


1. Course Description

This course will introduce and overview the major topics in Human Resource Management (HRM). HRM is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated, compensated, and what steps are taken to retain them. In turn, HRM plays a critical role in predicting employees' behavior, attitudes, and performance. In other words, if an organization wants good people, it must practice good HRM.

Throughout this course, we will be covering many topics related to HRM. We will start by examining the holistic context, challenges and role of HRM. Afterwards, we will discuss diversity at workplace and the major legislations associated with HRM practices. Next, we will focus on HR planning and job analysis. Then, we will look at various HR practices within the employment cycle, including recruitment and selection, compensation management, performance management, training and development, safety and health and employee relations. Also, we will highlight the importance of employee engagement and how to minimize employee turnover. Finally, we will illustrate how to create high-performance HR systems within organizations. Note that this course is required for all HRM undergraduate students (Majors and Minors).

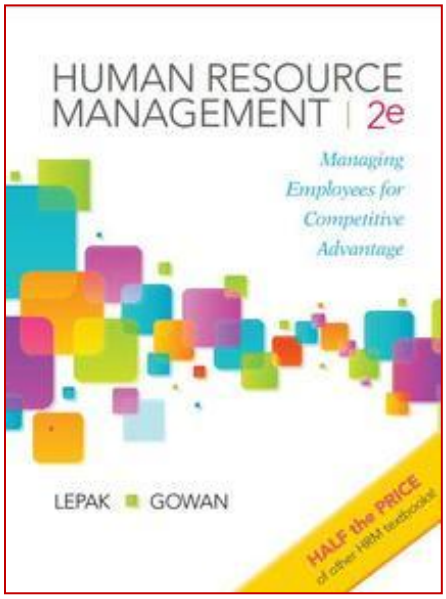
2. Course Details

Instructor	Hadi El Farr
Credits	3
Semesters	Fall
Program of Study	Undergraduate – Human Resources Management
Target Audience	This course is an optimal learning experience for: ➢ Students aiming for a career in Human Resources ➢ Students seeking knowledge of People Management ➢ Managers seeking to improve their People Management skills and interested in implementing effective HR practices. ➢ Employees aspiring managerial positions ➢ Employees involved in HR practices such as staffing and performance management
Course Learning Objectives	Students who complete this course will demonstrate an understanding of: ➢ The context and challenges of HRM and its active role as a strategic function and set of practices within organizations ➢ Regulatory issues that influence HR practices. ➢ Diversity in workplace and its value in attracting and retaining employees, boosting productivity and fostering innovation ➢ The employment cycle and the effective practices at each stage – including recruitment and selection, compensation management, learning and development, performance management, safety and Health, employee relations and retention management.
SMLR Learning Objectives	➢ Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions • Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work • Analyze a contemporary global issue in their field from a multi-disciplinary perspective • Analyze issues related to business strategies, organizational structures, and work systems

	• Analyze issues of social justice related to work across local and global contexts (LSER) • Analyze issues related to the selection, motivation, and development of talent in a global context (HRM) ➢ Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance • Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work • Understand the legal, regulatory and ethical issues related to their field • Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM) • Understand the internal and external alignment and measurement of human resource practices (HRM)
Topics/Chapters	Managing Employees for Competitive Advantage Organizational Demands and Environmental Influences Regulatory Issues Job Design and Job Analysis Workforce Planning Recruitment Selection Learning and Development Performance Management Compensating Employees Incentives and Rewards Employee Benefits and Safety Programs Labor Unions and Employee Management Creating High-Performance HR Systems

3. Reading List

Readings for this course will be selected from the following textbook:



➢ Lepak, D. and Gowan, M. (2016). *Human resource management: managing employees for competitive advantage*. Second edition. United States of American: Chicago Business Press.

ISBN: 978-0-9833324-3-5
Link: http://www.chicagobusinesspress.com/lepak---gowan--human-resource-management.html

➢ Additional optional readings and useful links will be added as needed. They will be available on the course's Sakai website. , along with other course material. Please, make sure to check the course website frequently, so you won't miss any important material (https://sakai.rutgers.edu).

➢ Make sure to read all assigned readings before attending classes in order to optimize your learning experience.

4. Assessment

The assessment criteria abide by the Undergraduate Grades and Records Policy: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1344.html. Moreover, it is useful to read the New Brunswick Undergraduate Catalog in order to know your rights and obligations at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1341.html. The following table lists the assessment methods:

Method	Points
Attendance & Participation	50
Exam I	100
Exam II	100
Exam III	100
Total	350

The following table lists the Grading and Point System assigned by the university:

Points	Percent	Grade	Description	Grade Points
315-350	90-100%	A	Outstanding	4.0
298-314	85-89%	B+		3.5
280-297	80-84%	B	Good	3.0
263-279	75-79%	C+		2.5
245-262	70-74%	C	Satisfactory	2.0
228-244	65-69%	D	Poor	1.0
≤ 227	≤ 64	F	Failing	0.0

A. Attendance & Active Participation

Just by attending and actively participate in the assigned sessions you earn up to 50 points. Each missed class results in losing significant points – unless proper justification is provided. Please refer to the attendance policy to familiarize yourself with the recognized grounds for absences. Attendance will be monitored through Poll Everywhere and/or attendance sheets.

Also, students are expected to actively participate in class and online forums. In addition to earning points, students will have the opportunity to add their input, share experiences and learn from others. Points are gained through answering the Poll questions and providing insightful contributions. Points are lost for frequent absenteeism, being unprepared and misconduct during class. Therefore, you are expected to be well prepared before class sessions through reading the required readings and preparing yourself for discussions.

Also, to participate through Poll Everywhere you need to bring your mobile phone, tablet or laptop. If unable to obtain any of those devices, please contact me to arrange an alternative method for participation. You need to register with the Poll Everywhere website at least 24 hours before the third class (please refer to the Polling Instructions below for the registration instructions). You can respond to the Poll questions through text messages or via the web browser.

B. Exams

There are three noncumulative exams with equal weights (two midterms and one final). The exams consist of multiple-choice and true-false questions. Each exam covers the subjects addressed before its conduction (approximately each covers one third of the material). The material includes lectures, discussions, exercises and readings. The exams dates are fixed and noted in the course schedule. Please note that all exams are closed-book. If the examination session was cancelled, then the exam will be automatically rescheduled for the next regular session.

Make-up policy

Again, the dates for each of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor), inclement weather (only when the Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), and others as assigned by Rutgers Attendance Policy (please refer to the attendance policy section). An individual make-up exam will be held at a time that is convenient for the instructor. Individual make up exams could be in essay, short answers format or any format chosen by the instructor.

C. Extra Credit Assignments

During the semester, you will have the opportunity to submit two assignments in order to improve the grades of the two midterm exams. Each assignment will contribute to up to 10 points. The two assignments are optional and will be in essay and/or short answers format. Submission dates of both assignments will be the end of next week after the examination date. Late submissions are strictly not acceptable. Assignments should be both uploaded on the Sakai website and a hard copy submitted to the Teaching Assistants.

5. Polling Instructions

During the sessions, you will be presented with poll questions to answer through the PollEverywhere website. The site allows you to respond to polls in various methods: (1) text messages through mobile phones and (2) web browser through your laptops/tablets/smart phones. Therefore, you are permitted to use the aforementioned devises strictly while responding to poles. Using electronic devices is not allowed otherwise.

The aim of the polls is to take attendance, to confirm you comprehension of the subject and to expose of sample exam questions. Accordingly, you need to register with PollEverywhere before attending the third session through following the instructions at this link: www.polleverywhere.com/register?p=2cwgm-3rmf&pg=ADfTPCc&u=zKS17IVl

Upon accessing the link provided above, you may see the statement "You're registering as a participant for Rebecca A Tinkham, Rebecca A's account". The HRM department has a group license under which all faculty members might utilize. Rebecca is the undergraduate staff coordinator for our department, and she is also listed as the administrator on the PollEverywhere departmental license. Please ignore that it lists her name and continue to follow the instructions as provided.

1. Be sure to complete all the registration steps, including the certification of your cell phone (If you intend to text your responses).

2. If you are already registered with PollEverywhere for a different class in the HR department, please email the Teaching Assistant and s/he will add you to this specific course.
3. In part, this is how participation/attendance is tabulated. Coming to class late, or attending but not responding to that day's poll, will be considered a non-attendance. It is your responsibility to respond to the polls so that your attendance/participation is recorded.
4. You may check your own responses to confirm submission through logging in to the PollEverywhere website (www.polleverywhere.com) and clicking on My Response History. You are encouraged to track your responses in order to address issues as soon as possible.

6. Course Requirement and Instructor Expectations

- Students are expected to read all the required readings before attending the class. This increases the learning capacity throughout the sessions and elevates the interaction level among students and between the attendees and the instructor.
- Attendance and active participation in class discussions and activities fulfill the learning outcomes of classes. Remember both are assessed and contribute to your final grade!
- Students are asked to check Sakai frequently – at least every 48 hours. The course material, additional readings, posts and announcements will be added regularly and will enhance your learning experience.
- All required materials for the course are subject to formal assessment, even if they were not covered in class. Remember that the instructor is merely a facilitator of your learning experience. Attaining the utmost knowledge of the course subjects is highly dependent on individual effort and peer involvement.
- For each 3 credits of study, students should expect to commit at least 100 hours of their time for course work, self-study and revision.
- The instructor will continuously provide feedback and whenever a student requests help. Students are encouraged to contact their instructor for one-on-one sessions if needed.
- Students are expected to behave in a professional manner. Failing to do so will affect your participation grade. The following are some guidelines:
    - Students are expected to arrive on time in order to avoid distractions and to show respect for the instructor and peers.
    - Electronic devices should not be used during the session except for class requirements.
    - Students are expected to behave ethically. Misconduct during the session will not be tolerated.

7. Academic Honesty and Code of Conduct

Students are expected to abide by Rutgers's Academic Integrity Policy and Code of Student Conduct. Acts of cheating, plagiarism, forgery, fabrication or misrepresentation are not tolerated and will be dealt with according to the university policies and procedures. If you have doubts concerning committing a potential act of academic dishonesty, please contact the course instructor for advice. Moreover, you are advised to check the websites of the Office of Academic Integrity at: http://academicintegrity.rutgers.edu/ and the Office of Student Conduct at: http://studentconduct.rutgers.edu/. The following documents are also useful to know your rights and responsibilities:

Academic Integrity Policy: http://studentconduct.rutgers.edu/files/documents/AI_Policy_2013.pdf.
Code of Student Conduct: http://studentconduct.rutgers.edu/files/documents/UCSC_2013.pdf.

8. Special Needs and Accommodation

"Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: https://ods.rutgers.edu/students/documentation-guidelines. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: https://ods.rutgers.edu/students/registration-form". For additional information, please visit the website of the Office of Disability Services at: https://ods.rutgers.edu/students.

9. Attendance Policy

Attendance at all scheduled classes shall be expected. Failure to attend classes with no authentic excuse will negatively affect your grade – as attendance and participation are accounted for in the course assessment. Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

1. Illness requiring medical attention (written proof is needed).
2. Curricular or extracurricular activities approved by the faculty.
3. Personal obligations claimed by the student and recognized as valid (pre-approved by the instructor unless it is a family emergency).
4. Recognized religious holidays (please refer to the links at the end of this section).
5. Severe inclement weather causing dangerous traveling conditions (Rutgers University usually cancels classes when the weather conditions are not safe for commute).

As a general guideline, students have to attain the instructor's approval before their day of absence unless it is an emergency. At least two weeks' notice is required before any examination date. If the cause of absenteeism is legitimate, then the instructor will work with the student to make-up required exercises and examinations. The following links further clarify the attendance policy:

Rutgers' Attendance Policy: http://policies.rutgers.edu/view-policies/academic-%E2%80%93-section-10#2
Rutgers' Religious Holiday Policy: http://scheduling.rutgers.edu/religious.shtml
Interfaith Calendar: http://www.interfaithcalendar.org/index.htm
NJ Department of Education Religious Holiday List: http://www.state.nj.us/education/genfo/holidays.htm

10. Tentative Course Schedule

The course will be delivered through 28 assigned sessions, mostly twice per week. The course content will be covered based on the sequence specified in the next page. Please note that the dates are tentative and subject to change. Also, note that the two midterm exams are set during class hours. The final exam time and location will be assigned by the university and will take place during the final exams days. Sessions will include the following delivery methods and activities:

- Lectures covering the main course topics: concepts, theories and practices in HRM.
- Case studies that contextualize the course topics with real business examples and enhance knowledge-sharing and interaction among the session attendees – including the instructor. In addition, they aim to refine your analytical and communication skills.
- Formal assessments of students' knowledge attained throughout the course delivery.

Week	Date	Topic	Learning Outcomes	Required Readings	In-class Activities	Outside of class responsibilities
1	Tuesday 09/01/2015	Introduction	➢ .Outlining the course syllabus	N/A	Lecture	Read Ch1
	Friday 09/04/2015	Introduction to HRM (Managing Employees for Competitive Advantage)	After completing this lecture, you should be able to: ➢ Discuss the potential costs and benefits associated with managing employees. ➢ Explain what it means to manage employees strategically. ➢ Identify and explain the three primary HR activities. ➢ Discuss the management practices associated with each primary HR activity. ➢ Explain the importance of HR activities alignment. ➢ Discuss how organizational demands influence the management of employees. ➢ Describe how the external environment influences the management of employees. ➢ Understand the importance of regulatory issues in establishing HR practices.	Ch.1	Lecture & Case Study	Read Ch1&2
2	Tuesday 09/08/2015	N/A	No class for this date due to shifting Monday classes to Tuesday classes	N/A	N/A	Read Ch2
	Friday 09/11/2015	Organizational Demands and Environmental Influences I	After completing this lecture, you should be able to: ➢ Describe how differences in company strategies shape the primary HR activities. ➢ Explain how company characteristics influence the way employees are managed. ➢ Discuss the role of organizational culture in effective employee management. ➢ Explain how employee concerns influence employees' interpretation and response to different HR activities.	Ch.2	Lecture & Case Study	Read Ch2
3	Tuesday 09/15/2015	Organizational Demands and Environmental Influences II	After completing this lecture, you should be able to: ➢ Discuss the impact of labor force trends on how companies manage employees. ➢ Identify how advances in technology affect employee management. ➢ Explain the challenges of managing employees in a global context. ➢ Understand how ethics and social responsibility influence managerial decisions.	Ch.2	Lecture & Case Study	Read Ch3
	Friday 09/18/2015	Regulatory Issues I	After completing this lecture, you should be able to: ➢ Discuss why we have equal employment laws.	Ch.3	Lecture & Case Study	Reach Ch.3

			➢ Describe basic equal employment opportunity (EEO) concepts. ➢ Identify the categories of discriminatory activity and how to prevent their occurrence. ➢ Explain the background and basic principles of the main EEO laws.			
4	Tuesday 09/22/2015	Regulatory Issues II	After completing this lecture, you should be able to: ➢ Describe the EEO responsibilities of multinational employers. ➢ Explain the filing process for discrimination charges. ➢ Identify the components of an affirmative action plan. ➢ Discuss the main points of legislation related to employment.	Ch.3	Lecture & Case Study	Read Ch4
	Friday 09/25/2015	Job Design and Job Analysis I	After completing this lecture, you should be able to: ➢ Explain the importance of job design. ➢ Describe how managers use efficiency and motivational approaches to design jobs. ➢ Explain the trade-offs between the efficiency and motivational job design approaches. ➢ Understand the importance of job descriptions and job specifications.	Ch.4	Lecture & Case Study	Read Ch4
5	Tuesday 09/29/2015	Job Design and Job Analysis II	After completing this lecture, you should be able to: ➢ Discuss the advantages and disadvantages of different sources of data for job analysis. ➢ Understand how organizational demands influence job design. ➢ Discuss how environmental challenges affect job design. ➢ Explain the importance of job design and job analysis for legal compliance.	Ch.4	Lecture & Case Study	Read Ch5
	Friday 10/02/2015	Workforce Planning I	After completing this lecture, you should be able to: ➢ Explain why workforce planning is an important activity of managers. ➢ Describe the internal and external factors that affect labor supply and demand. ➢ Discuss the tactics managers use to remedy labor shortages and labor surpluses. ➢ Discuss the advantages and disadvantages of various workforce planning tactics.	Ch.5	Lecture & Case Study	Read Ch5 & Prepare for the Exam
6	Tuesday 10/06/2015	Workforce Planning II	After completing this lecture, you should be able to: ➢ Describe how a firm's organizational demands affect its workforce planning decisions. ➢ Explain the impact environmental factors have on a firm's workforce planning decisions. ➢ Discuss the legal aspects of the workforce planning tactics companies use.	Ch.5	Lecture & Case Study	Read Ch5 & Prepare for the Exam
	Friday 10/09/2015	Exam 1	The exam material covers chapters 1,2,3,4 and 5.	N/A	Examination	Read Ch6 Write the optional

						extra-credit assignment
7	Tuesday 10/13/2015	Recruitment I	After completing this lecture, you should be able to: ➢ Define recruitment and explain its importance for gaining a competitive advantage. ➢ Describe the components of a successful recruitment strategy. ➢ Identify multiple sources for recruiting employees and discuss their advantages and disadvantages.	Ch.6	Lecture & Case Study	Read Ch6 Write the optional extra-credit assignment
	Friday 10/16/2015	Recruitment II	After completing this lecture, you should be able to: ➢ Prepare a recruitment advertisement. ➢ Discuss the role recruiters play in the recruitment process. ➢ Explain several ways to evaluate recruitment success. ➢ Distinguish between effective recruiting strategies based on organizational demands. ➢ Understand the impact environmental factors have on a firm's recruiting strategy and the outcomes the organization achieves as a result.	Ch.6	Lecture & Case Study	Read Ch7 Submit the optional extra-credit assignment
8	Tuesday 10/20/2015	Selection I	After completing this lecture, you should be able to: ➢ Describe how employee selection affects the performance of firms. ➢ Discuss the meaning and importance of person-job fit. ➢ Identify the standards required for an employee selection process to be effective. ➢ Discuss the various types of employee selection methods managers can use.	Ch.7	Lecture & Case Study	Read Ch7
	Friday 10/23/2015	Selection II	After completing this lecture, you should be able to: ➢ Explain how managers make final employee selection decisions. ➢ Describe how organizational demands affect the employee selection process. ➢ Incorporate environmental demand factors into the employee selection process. ➢ Ensure that a firm's employee selection process is legally compliant.	Ch.7	Lecture & Case Study	Read Ch8
9	Tuesday 10/27/2015	Learning and Development I	After completing this lecture, you should be able to: ➢ Explain the purpose of learning and development. ➢ Use a needs assessment to determine training gaps. ➢ Describe commonly used training methods. ➢ Discuss types of training needed in organizations.	Ch.8	N/A	Read Ch8
	Friday 10/30/2015	Learning and Development II	After completing this lecture, you should be able to: ➢ Develop a way to measure the effectiveness of training. ➢ Make decisions about training within the context of organizational demands. ➢ Design training programs that address environmental influences.	Ch.8	N/A	Read Ch9

			Ensure that a firm's learning and development activities are legally compliant.			
10	Tuesday 11/03/2015	Performance Management I	After completing this lecture, you should be able to: ➢ Describe the different purposes of performance management. ➢ Describe the components of an effective performance management system. ➢ Discuss how to develop useful performance measures. ➢ Discuss the advantages and disadvantages of the different approaches used to evaluate the performance of employees.	Ch.9	Lecture & Case Study	Read Ch9
	Friday 11/06/2015	Performance Management II	After completing this lecture, you should be able to: ➢ Compare and contrast the usefulness of different sources for employee performance data. ➢ Develop an effective approach for providing employees with performance feedback. ➢ Describe the merits of alternative approaches to disciplining employees. ➢ Explain how an organization's demands affect its performance management system. ➢ Discuss how a firm's environment affects its performance management system.	Ch.9	Lecture & Case Study	Read Ch9 & Prepare for the Exam
11	Tuesday 11/10/2015	Exam 2	The exam material covers chapters 6, 7, 8 and 9.	N/A	Lecture & Case Study	Read Ch10 Write the optional extra-credit assignment
	Friday 11/13/2015	Compensating Employees	After completing this lecture, you should be able to: ➢ Describe the purpose of compensation. ➢ Discuss the importance of equity relative to a firm's compensation decisions. ➢ Understand the process and rationale for establishing internal alignment of pay systems. ➢ Explain how a firm ensures that it is externally competitive in what it pays. ➢ Identify alternative compensation approaches that companies can use. ➢ Describe the impact organizational demands have on a how a company manages its compensation decisions. ➢ Discuss environmental factors that affect the compensation that a firm offers. ➢ Outline the regulations that affect how employees are compensated.	Ch.10	Examination	Read Ch11 Write the optional extra-credit assignment
12	Tuesday 11/17/2015	Incentives and Rewards	After completing this lecture, you should be able to: ➢ Compare and contrast the different types of individual incentives. ➢ Discuss the major team - and group - based incentive plans.	Ch.11	Lecture & Case Study	Read Ch.12 Submit the optional extra-credit

			➢ Compare and contrast the relative merits of the different types of group-level incentive plans. ➢ Explain how to design an effective incentive plan. ➢ Describe how organizational demands affect a firm's incentive plans. ➢ Explain how environmental factors affect a firm's incentive plans.			assignment
	Friday 11/20/2015	Employee Benefits and Safety Programs	After completing this lecture, you should be able to: ➢ Understand how a firm's benefits and safety programs shape employee attitudes and behaviors. ➢ Describe the major characteristics of each of the mandatory employee benefits that firms must provide to employees. ➢ Discuss the different types and major characteristics of voluntary benefits. ➢ Outline the key components of effective benefits administration.	Ch.12	Lecture & Case Study	Read Ch12
13	Tuesday 11/24/2015	Employee Benefits and Safety Programs	After completing this lecture, you should be able to: ➢ Explain the key components of an effective safety program. ➢ Discuss how a firm's organizational demands affect its benefits and safety programs. ➢ Identify the environmental factors that affect the benefits and safety programs firms implement. ➢ Describe the regulatory issues related to benefits and safety.	Ch.12	Lecture & Case Study	Read Ch13
	Wednesday 11/25/2015 **Note: Change of Day**	Labor Unions and Employee Management I	After completing this lecture, you should be able to: ➢ Explain why labor unions exist. ➢ Describe the main purpose and key points of the laws regulating labor relations. ➢ Discuss unfair labor practices. ➢ Understand the different types of unions and union shops. **Note that the normal class on Friday is cancelled due to Thanksgiving Recess and shifted to Wednesday this week.**	Ch.13	Lecture & Case Study	Read Ch13
14	Tuesday 12/01/2015	Labor Unions and Employee Management II	After completing this lecture, you should be able to: ➢ Explain the steps in the process of organizing a union. ➢ Describe the collective bargaining process. ➢ Explain the grievance process used in a union environment. ➢ Discuss issues in managing labor relations in the future.	Ch.13	Lecture & Case Study	Read Ch14&Prepare for the Final Exam
	Friday 12/04/2015	Creating High-Performance HR Systems I	After completing this lecture, you should be able to: ➢ Explain the principle of external fit. ➢ Explain the principle of internal fit. ➢ Explain how HR systems can be aligned with the contributions employees make. ➢ Discuss how to manage an employment portfolio.	Ch.14	Lecture & Case Study	Read Ch14&Prepare for the Final Exam

15	Tuesday 12/08/2015	Creating High-Performance HR Systems II	After completing this lecture, you should be able to: ➢ Explain what strategic performance drivers and HR deliverables are. ➢ Evaluate the external alignment of your HR system. ➢ Evaluate the internal alignment of your HR system. ➢ Create a plan to change your HR system to make it more effective.	Ch.14	Lecture & Case Study	Prepare for the Final Exam
	Friday 12/11/2015	N/A	**No class – Reading Period Starts on that Date**	N/A	N/A	Prepare for the Final Exam

The final exam will be assigned by the university. Usually, it will take place at the same class location, except if you were informed otherwise. The day and time of the final exam will be declared later on during the semester.
The final exam is non-cumulative and the exam material covers chapters 10, 11, 12 and 14.

Academic Integrity Contract

(To be signed and turned in at the first class)

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf for details regarding the Student Code of Conduct. Please see http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf for details regarding the Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf (pp. 24-28) for detailed descriptions of each type of action.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

Plagiarism/False Representation of Work

- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's work should be avoided unless you obtain express permission from both the instructor and originator of the work.
- Fabricating or misrepresenting data or information 8
- Forging signatures

Cheating

- Copying work on examinations.
- Acting to facilitate copying during an exam.

- Sharing answers through technology or in written or verbal form when such interactions are prohibited
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.
- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student's work so they may represent it as their own
- Assisting another student in cheating or plagiarizing
- Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

I, _____ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. Furthermore, I understand the consequences of unethical behavior. We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Department Chair, or Dean.

Student Signature: _____ Date: _____

Student Name (Please Print): _____

Rutgers University ID: _____