HUMAN RESOURCES STRATEGY I, Section 01
Syllabus with Tentative Schedule for Assignments
Tuesday, 4:30-7:10pm, Room 103, Janice Levin Bldg.
Professor: SUSAN E. JACKSON
COURSE # 38:533:580:01, Spring 2012

Contact Information for Professor Jackson
E-mail: sjackson[at]smlr.rutgers.edu
Office: Room 216 Janice Levin Bldg.

IMPORTANT NOTE: The course website will be your official and definitive source for all information about assignments, due dates, and specific class activitites. This syllabus provides you with general guidance, to help you get started. Details of the course are likely to change to reflect the interest of students, ongoing current events, and so on. Therefore, after the semester begins, ***you must use only the course website as your source for all assignments and course requirements.***

COURSE OVERVIEW

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. By the end of this course, you should think systematically about how environmental forces shape HRM activities, and you should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders.

To understand the role of HRM requires an understanding of the environmental context in which HRM activities are conducted. Discussion of several aspects of context is the focus of the first several weeks. Included are topics such as globalization, labor market conditions, laws and regulations, country cultures and the reality of continual organizational change.

Next, we briefly review the major activities included in a total HRM system (planning, recruitment, selection, training and development, performance management, compensation, and benefits). Our focus will be on understanding how these HRM activities can help a firm achieve competitive advantage.

The course employs a variety of teaching methods, including lectures, discussion, case analyses and student presentations. Although the specific activities will vary, the objectives will always be the same: to improve your understanding of how a firm's approach to managing human resources can enhance or detract from the firm's overall effectiveness.

The course requires you to be actively engaged during each class and also between class meetings. In all of our interactions, everyone should strive to behave in ways that are consistent with the following guiding values:

- **Respect for Individuals:** We treat each other with respect and dignity, valuing individual and cultural differences. We communicate frequently and with candor, listening to each other, regardless of level or position. We silence our phones, beepers and pagers in the classroom.

- **Dedication to Collaborative Learning:** We build enduring relationships by understanding, anticipating, and striving to meet each others' needs. We care for each other and learn from each other.

- **Highest Standards of Integrity**: We are honest and ethical in all of our education and business activities, starting with how we treat each other. We keep our promises and admit our mistakes.

- **Innovation:** We believe innovation is the engine that will keep us vital and growing. Our culture embraces creativity, seeks different perspectives and risks pursuing new opportunities.

- **Teamwork:** We encourage and reward both individual and team achievements. We freely join with colleagues across cultural, educational, and social boundaries.

- **Accountability:** Each of us takes ownership for our success. Our rewards are determined by our results.

- **Excellence:** We will be satisfied with nothing less than being the best in everything we do.

SPECIFIC OBJECTIVES

1. To identify, discuss and analyze the needs of effective organizations and their employees in highly competitive environments.

2. To become familiar with all the specific HR practices and activities.

3. To identify the factors that give rise to different ways of managing human resources for equally effective results and discuss why there is "No One Best Way."

4. To heighten your involvement and sense of opportunity as an HR professional or line manager.

5. To identify models and frameworks that can be helpful in understanding human resource management.

6. To give you ample opportunity for presentation and group interaction.

READINGS

Website: When you register for this course, you will be given information that allows you to access the class website.

Textbook: S. E. Jackson, R. S. Schuler, and S. Werner. *Managing Human Resources, 11e* (Mason, OH: Thomson/South-Western, Publishing, 2012).

Cases: All cases can be found in your textbook at the end of chapters and at the very end of the book. Be sure to check the course website for details about how to prepare a written case analysis.

ASSIGNMENTS

- **Finding assignments.** The website is the only definitive source for details about your assignments. Each week, on the course website you will find detailed information about the assignments that are due.

- **Submitting assignments.** Assignments should be submitted in electronic form using the Dropbox on the class website. ***Please do not submit your assignments via email.***

- **Due dates for assignments.** All assignments are due at the time and date indicated on the course website. ***Late assignments will not be accepted.***

For all cases (individual and team), you are expected to:

- specifically use and cite the course textbook, reading materials and class discussions,
- conduct additional research on your own (e.g., using Internet, traditional library services, etc.) and provide appropriate citations,
- use materials and knowledge gained from analyzing preceding cases to inform your discussion and analysis of current and future cases,
- proof read your work carefully, and
- *when submitting team assignments*, attach the "Activity Log for Team Case" or the "Activity Log for Team Internet Project" (see website for more details).

1. **Individual case analysis (20%). You** will be assigned ONE case to analyze. Guidelines for your written case analysis are available on the course website.

2. **Team Internet project (15%).** Each team will compile a list of Internet resources that your classmates will find useful for learning more about ONE class-related topic, and make a short presentation to the class about these resources. You will provide links to the Internet resources (websites) and provide a brief description of why each link is useful. You may use the "Using the Internet" projects described at the end of each chapter in the textbook as the basis for these projects, but you should also develop your own ideas. Topics will be assigned by the instructor within the first few weeks of the course. TIME LIMIT for PRESENTATION: 20 Minutes.

3. **Participation (15%).** You are expected to be a full participant and learning partner in this course. This means sharing your own views and experience, completing and submitting all assignments (including those that are not assigned a letter grade), and being actively engaged in your own learning. Doing the work but not participating in discussions reduces your own learning as well as the learning of your classmates. Not carrying your weight on team projects has a detrimental impact on both you and your classmates. Dysfunctional participation also detracts from the experience of everyone in our class.

4. **Two Exams (50% total).** Two exams will be given to test your understanding of the course material, including ALL readings, cases, assignments, and class discussions. The exams will include multiple choice questions that test your comprehension of the course. They are somewhat similar to those included in the quizzes that appear on the website for your textbook (http://academic.cengage.com/management/jackson). You are encouraged to use the quizzes as a way to study for each chapter.

GRADING

Individual Case Analyses 1 integrative written analysis 20 points	20%
Team Internet Project 15 points	15%
Individual Participation Ungraded assignments; class discussions; teamwork, etc., 15 points	15%
Exams (multiple-choice and true/false items) 2 Exams; 25 points each	50%
TOTAL (100 points)	**100%**

We're all here because effectively managing human resources is important and exciting. Everyone will have the opportunity to do well in this course. The grading scale is as follows:

- A 100-91
- B+ 90-88
- B 87-81
- C+ 80-78
- C 77-71
- D 70-68
- F 67 or less