

COURSE SYLLABUS

Human Resource Strategy I: Intro

Fall 2022

Course Number: 38:533:580:01, index 18158

Wednesday 7:20PM – 10:00PM, Janice H. Levin, Room 006

Instructor: Bulin Zhang
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Office: 213B Janice H. Levin
Office Hours: 4:00-5:00PM, Wednesday. Other times by appointment.

Course Overview

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. The course examines the techniques, policies, processes, strategies, and practices used by companies and/or managers to utilize human resources effectively and efficiently. Students will learn theories and practices in many different “core” areas of human resource management, including staffing, performance management, work and job design, training, and compensation. We will examine how the business strategy, legal environment, and megatrends in the external labor market affect human resource management. The course will also examine how the human resource functions contribute toward the formulation and implementation of business strategy and achievement of competitive advantage.

Course Materials

Required Text:

- Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2011 or later edition). *Fundamentals of Human Resource Management*. Irwin McGraw-Hill: New York. (ISBN: 978-0-07-353046-8); **Note: CD is not required.**

Optional Text:

- Gowan, M. & Lepak, D. (4th Ed.). *Human Resource Management: Managing Employees for Competitive Advantage*. ISBN-13: 978-1948426084.
- S. E. Jackson, R. S. Schuler, and S. Werner. *Managing Human Resources*, 11th or later edition (Mason, OH: Thomson/South-Western, Publishing, 2012 or later edition).

Course Web Page:

- All additional class materials, including all assigned article readings and PowerPoint slides for the lectures, will be posted on the course’s Canvas website: <https://canvas.rutgers.edu> (use your NetID and password). Please read the assigned articles/materials and become prepared before coming to class.

We will use the following CANVAS@Rutgers features:

- **Modules** to access a copy of the syllabus, lecture PowerPoints, and reading materials for each class.
- **Schedule/Announcement** to check on major activities and due dates.
- **Assignment** to submit assignments.
- **Grades** to help keep track of your grades.

I may add some more features later. Please let me know if you encounter problems or have ideas for other effective ways to use CANVAS@Rutgers.

Health and Safety Concerns

In order to protect the health and well-being of all members of the University community, face coverings **are required** in all indoor teaching spaces, libraries, and clinical settings (<https://coronavirus.rutgers.edu/covid-19-protocols-updated-june-2022/>). Masks should conform to CDC guidelines and should completely cover the nose and mouth: <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/about-face-coverings.html>

Grading and Course Requirements

Besides the materials presented in class lectures, many personal growth opportunities have been made available for students in the form of open discussion, public speaking, and teamwork. I am confident that each student has unique strengths that he/she may utilize in achieving success in this course. For example, students who best express themselves in writing can excel in the written assignments, while students who are excellent test-takers can show their mastery of the course material in examinations.

Your grade in the course will be based on a midterm exam, a final exam, a group project/presentation, an individual presentation, current event assignments, and class attendance/participation. **I do NOT round numbers up for the final grades.** The breakdown of points is:

Activity	Points
A. Class Participation & Attendance	30
B. Pick One Presentation	20
C. Current Event Writing Assignment	20
D. Midterm	40
E. Final Exam	60
F. Group Project/Presentation	30
Total	200

Percentage	Points	Grade
90-100	180-200	A
85-89.9	170-179.9	B+
80-84.9	160-169.9	B
75-79.9	150-159.9	C+
70-74.9	140-149.9	C
60-69.9	120-139.9	D
≤ 59.9	≤ 119.9	F

Details on Course Requirements

A. CLASS PARTICIPATION AND ATTENDANCE (30 points)

Active participation in class discussions is a critical part of the learning process for you to get as much as possible from this course. Class participation is measured in terms of **attendance and the quality** of your contributions to the class. If you are absent, you are responsible for being familiar with the material discussed that day.

Class attendance is worth up to 30 points (2 points each day for the 12 class periods where substantial class participation is required and 6 points for participation and discussion on the Group Presentation Day). You will receive 1 point for attending class, and you can earn up to 1 additional point depending on your level of contribution to the class discussion per class. The amount of additional points that you receive per class depends upon the *quality of your contribution* and not simply the quantity of comments, as discussed below.

Your class contributions will be evaluated based on the quality of your input (not "air time" or irrelevancies masking a lack of preparation). Specifically, I am looking for the following:

- You contribute to the advancement of the discussion
- You articulate an in-depth understanding of course material
- You persuasively and concisely convey your thoughts
- You willingly test "new" ideas rather than "play it safe"
- You provoke a dialogue among participants
- You illuminate difficult concepts
- You support comments with specific facts

Approved Absences: In the event that you must miss a class, please **contact me by midnight** the day before (i.e., by Tuesday). Legitimate excuses include illness (verified with a note from a doctor), inclement weather (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), or other critical circumstances, such as a death in the family. If your absence is approved, you will have the opportunity to make up the absence by completing an additional current event assignment (See current-event assignments below). Make-up assignments are due by **7:20 pm the day of the next class after your absence**. You can complete the make-up assignment for only **1 approved absence, and you will not lose any points for this absence**. But for additional approved absences, you will lose 1 point for each absence.

Rutgers policy on religious holidays: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

Unapproved Absences: Students who obtain more than 1 unapproved absence will **lose all possible points** available (2 points per class) for class participation and attendance. This deduction will have a major impact on one's grade. In addition, **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.

B. PICK ONE PRESENTATION (20 points)

For this individual assignment, each student will select one of the articles from the **Journal of Applied Psychology, Personnel Psychology, Academy of Management Journal, or Journal of Management** from 2017-present and,

1. Present a **brief** synopsis of the article to the class with attention to the following questions (as applicable to the article) (8 points):
 - What is the purpose of the research reported in the article?
 - How does the research relate to one or more of the topics covered in the class?
 - What are the major findings of this article? Include a brief description of the methods used to test the hypotheses.
 - What are the practical implications of the research findings for the field of HRM?

- If the article is out-of-date, consider how the findings would change or remain the same in today's business environment.
2. Develop at least **two** discussion questions (2 *points*) and lead a class discussion on the reading (6 *points*).
 3. On your last slide, list **two short-answer questions** based on your presentation for potential inclusion on class exams (4 *points*).

A maximum of 15 minutes of class time will be allowed for your in-class presentation and discussion. It is expected that you will use PowerPoint to facilitate your presentation and discussion (**NO MORE than 6 slides**). Please practice so that you do not run over the time limit. Be sure to facilitate class discussion as part of your session. **Note: This is critical for your grade.**

Your Pick One Assignment is to be submitted as a PowerPoint document via the *course's canvas website* **by midnight the day before your in-class presentation date**. Be sure to submit this assignment to the appropriate dropbox. Name your "Pick One" document: *First initial. Last name.PICK1.ppt*

Again, students will complete this assignment individually. The date for your presentation will be assigned to you through a lottery in class. I will try my best to accommodate your highest preference on a first-come, first-serve basis.

C. CURRENT EVENT WRITING ASSIGNMENT (20 points)

For this individual assignment, read the current business press (*e.g., Wall Street Journal, Fortune, Business Week, NY Times, etc.*) and identify an article (published after Jan. 2017) with relevance to a topic we have covered/will be covering in class. **Write a short, double-spaced report of 1 to 2 pages (pages beyond this limit will not be considered)**, including:

1. How others can find the article (written reference or online link) (2 *points*)
2. A very brief synopsis of the article (8 *points*)
3. A discussion of how the article is relevant to a topic(s) covered in class (6 *points*)
4. At least two questions that could potentially stimulate discussion among students concerning the article and its relevance to a topic(s) covered in class (4 *points*).

Again, only **one** current event report is required to be submitted. You do have the option of writing up an additional current event, in which case your lower grade will be replaced. All reports must be submitted via the appropriate assignment tab at *Canvas@Rutgers* before 7:20 pm on the designated days (see Course Calendar). If you fail to submit the required reports on time, you will lose all points possible for this assignment.

D. MIDTERM (40 points) and E. FINAL EXAM (60 points)

The mid-term and the final exam will be online and open book exams. Therefore, successful completion of the two exams will require you to be familiar with all of the concepts and tools discussed. The exam may include questions from course materials covered in class, relevant chapters of the textbook, in-class skill exercises, and classmates' Pick One Presentations. The exam format will comprise multiple-choice questions and several short answer questions. **The final exam is not cumulative and will only test you on materials covered in class after the mid-term exam.**

F. GROUP PROJECT/PRESENTATION (30 points)

This is a group assignment. Your group should consist of 3-4 people. The purpose of this assignment is to allow you to become familiar with an organization of interest to you and to examine how the organization, along with its components of the HR strategy, is aligned with the organization's business strategy. You will want to apply the concept of the HR Diamond (to be introduced during the 2nd/ 3rd week of class) to address how the roles, rewards, and people aspects of your organization of choice can be utilized to create a sustainable competitive advantage.

Choosing your Company. Firstly, your team will be responsible for choosing a company to present on. There is no limit to the size or type of company that you may choose to present. To keep this assignment interesting, I would prefer not to have two teams present on the same company. Therefore, all teams will be required to notify me of their choice of the company **via Canvas by October 5**. Companies will be chosen on a first-come, first-served basis, and those groups that decide quickly will have the most options.

Your group presentation should include the following:

1. Describe Goals and Strategy (4 points). Describe your company's goals and the generic strategy (e.g., cost leadership vs. differentiation) it uses to compete in its product market. Then be more specific about the business strategy. For example, what is unique about its product or its customer experience?
2. Describe HR Strategy (14 points). Describe the roles, rewards, and people policies/practices of your company. Then focus on **one area** (i.e., roles, rewards, or people), and discuss a policy or practice within this area that has changed or is a candidate for change. Describe what practices were followed previously or are followed currently. What is the new approach? What is the rationale for a change? How will the change improve the organization's ability to successfully execute its business strategies? This vertical alignment issue is **THE MOST IMPORTANT PART OF YOUR PRESENTATION**. You may wish to distinguish between what the organization believes the practice accomplished/will accomplish and what your own critical eye suggests.
3. Identify Consequences for Horizontal Alignment (6 points). How does/will the change in practice/policy affect horizontal alignment between roles, rewards, and people aspects of the firm? A few thoughts and observations would be helpful.
4. Q & A (6 points)

Researching your Company. The most likely sources of information in studying your company would be the company's website, personal experience/personal contacts, or profiles of the companies in business periodicals such as *Harvard Business Review*, *Industry Week*, *HR Focus*, *HR Magazine*, *World at Work*, *Compensation and Benefits Review* and also in *Fortune*, *Business Week*, the *Wall Street Journal* and other newspapers.

Another option is to interview a key person at the company you wish to study. If you decide to rely on personal contacts or personal experience as the basis for your presentation, please give careful consideration as to whether you will be able to obtain sufficiently detailed and quantitative information. Otherwise, it may be difficult to get beyond a very general level of description and analysis.

The Presentation. You will submit your **Presentation Slides** and **Peer Evaluation Form** via the Canvas@Rutgers before 7:20 pm on the day of the presentation (December 7). Peer Evaluation Form will be done confidentially through Canvas before your presentation. According to the peer assessment, a maximum of 4 points will be adjusted to your individual grades. Your presentation should take between 10 and (NO MORE THAN!) 20 minutes without questions. The class will then have time to ask you questions.

EXTRA CREDIT (3 points)

Your group will submit a very brief **Supplementary Report** (one-page word document) of your presentation via the Canvas@Rutgers **after your presentation** and before December 14 by 7:20 pm. This report can include any supplementary information (e.g., some statistics and alternative explanations) to better address the questions from your presentation.

LATE POLICY

All assignments need to be submitted to the appropriate course website's assignment boxes by the time that the assignment is due. If there are problems with the course's website, email me your assignment directly. In the case of any further technical issues that may prevent the timely submission of your assignment, please let me know via email.

As managers, you will not be afforded the luxury of missing deadlines (think of deadlines as "windows of opportunity"). Late assignments will be penalized. Late assignments will initially receive a 20% reduction from the total score on the assignment and lose an additional 20% for each additional day the assignment is late.

Learning Goals Met by This Course

COURSE-SPECIFIC LEARNING GOALS

The primary goal of this course is to provide students with an understanding and appreciation of the basic functions of human resource management and current practices and issues. By the end of this course, students should think systematically about how environmental forces shape HRM activities and should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders. Specific learning objectives include the ability to:

- Create alignment between human resource strategies and business strategies.
- Identify, select, and develop people having the knowledge, skills, and abilities.
- Use compensation and other incentives to attract, retain and motivate employees.
- Design work systems that empower employees to contribute to performance.
- Make human resource decisions that are legal and ethical.
- Understand how an employment relationship is like a contract (with both explicit and implicit expectations) and understand the consequences of a contract breach.
- Use quantitative tools, where appropriate, to make and explain human resource decisions.

SMLR LEARNING GOALS

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 and

intersectional perspective.

- Analyze issues related to business strategies, organizational structures, and work systems.
- Analyze issues related to the selection, motivation, and development of talent in a local and global context.

Application – Demonstrate an understanding of how to apply knowledge necessary for effective 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.
- Understand the internal and external alignment and measurement of human resource practices.

Professional Development – Demonstrate an ability to interact with and influence others in a professional manner and to effectively present ideas and recommendations

- Develop effective presentation skills appropriate for different settings and audiences
- Develop career management skills to navigate one's career
- Develop capabilities to work and lead in a multicultural and diverse environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal and professional development skills

Note: This class strives to be an inclusive learning community, respecting those of differing backgrounds and beliefs where all are comfortable learning. I value the perspectives of individuals from all backgrounds, reflecting the diversity of our students. I broadly define diversity to include race, gender identity, national origin, ethnicity, religion, social class, age, sexual orientation, political background, and physical and learning ability. I am committed to supporting the learning of all students in our class. If you see ways to improve, please let me know.

Chain of Inquiry

If you have any *course-related* questions during the semester (e.g., general questions about assignments, grading policies, exams, due dates): First, check the syllabus. If your question is not addressed there, then send an email to me at bulin.zhang@rutgers.edu. I will respond to your email within 48 hours during weekdays (from 8 am to 5 pm).

University Guidelines and Resources

ACADEMIC HONESTY

The University's policy on cheating and use of copyrighted materials is enforced in this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to **sign an Academic Integrity Contract** (refer to the last two pages of this syllabus). You must return a signed copy to me via Canvas and keep a copy for yourself. This contract includes detailed explanations of behavior that constitutes

plagiarism and cheating. Examples of a breach of this contract with regard to this specific course include but are not limited to: sharing your answers or copying another student's answers on examinations; copying material that is not your own without providing proper documentation (in the example of group presentation). In the event that this contract is breached, the punishment can range from receiving a failing grade on the assignment, to being placed on disciplinary probation or permanent expulsion from Rutgers.

STUDENTS WITH DISABILITIES

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

COUNSELING

CAPS is a comprehensive mental health resource center for the campus community. They offer a variety of high-quality counseling services to Rutgers students in order to enhance both academic and personal achievement and progress. Please click on the following link to learn more about their services: <http://rhscaps.rutgers.edu/services/counseling>

Appendix

LECTURES

Although this is primarily a discussion-based course, lectures will be used to highlight key points from the text and to introduce other relevant issues. **There will not be adequate class time to cover all of the concepts and techniques discussed in the book.** You are expected to be familiar with all assigned readings and integrate them appropriately into your written assignments, even if I don't talk about them in class. The readings may also inform your comments and contributions in class. Please consider me a resource (both in and out of class) to inquire about topics you may not understand. You may also find study groups to be helpful.

GUIDELINES FOR WRITTEN WORK

Good writing skills are portable and will always reflect well on you. Poor writing and grammar can have massively negative consequences in organizational settings, especially in terms of lost opportunities for new jobs and advancement. Therefore, I expect a commitment toward high-quality writing on your part. To this end, you should prove your work for content (i.e., cohesiveness of arguments, clarity of logic, evidence-based support of position, and conciseness), as well as for correct grammar, spelling, and punctuation (re-read even after running spell check!). In general, all of your written assignments should include the following:

- Well-organized and concise arguments (avoid fluff or irrelevancies)
- Clear statements of assumptions and conclusions
- Rigorous use of facts to support arguments
- Original and not plagiarized text (give credit if you must quote)
- Well-supported creative extensions are encouraged
- All written work must have one-inch margins, a 12-point font size, and be double-spaced.

GROUP ACCOUNTABILITY

Groups are an important part of organizations. As you will work in a group in this class, I expect that each individual will participate fully in the group project. Rarely in our lives do we get to choose whom we work with, and this class will be no different. All members of the group will receive the same grade. Not all members must participate in the actual presentation but obtaining the maximum possible effort from all members of the group is the group's responsibility. I expect everyone will perform very well as group members.

I am also open to the possibility that some conflicts may arise. If such an occasion were to arise, I expect the team members to resolve those conflicts on their own. As in real organizations, individuals may not perform satisfactorily, or their values may not fit with the "culture" of the group or the values of the other team members. In such cases, individuals may be "removed" from the team. This action is drastic but occasionally necessary. I will, upon the **written petition of all other team members**, consider authorizing teams to remove an individual from the team. If a team member is removed, that individual has the opportunity to research and present a company on his/her own with a possible total of 24 points - a 20%-point deduction. **If the removed individual does not complete his/her own presentation, then the score for the group project portion of the course grade for that individual will be zero!** Within an organizational environment, such an occurrence will likely have a substantial impact on the employee who is removed. Thus, extreme caution, care, and advance notice should be exercised by team members prior to resolving to petition. **All petitions for removing a team member must be turned in to me by the designated date on the course syllabus.**

OTHER ADMINISTRATIVE DETAILS

- Punctuality is very important. I reserve the right to lower your class participation grade if you are tardy.
- I will always try to return your graded assignments in a timely manner (one week or less, barring extraordinary circumstances).
- If you miss class, it is always your own responsibility to find out from your peer what material was covered and what other assignments are due.
- If you miss class, you are still obligated to submit any assignments that are due by the relevant deadline.
- Attendance will be taken each session.
- **Do not wait** until the end of the semester to see me regarding any problems with the course material or your performance. It is important to me that you perform well in this class. Please come by my office or make an appointment to discuss any potential problems with me early in the semester.

Tentative Course Schedule

The content of the course will be covered in the following sequence (see below). Please note that **dates are tentative and subject to change at my discretion** (some topics may take more time and others less time, depending on students' interests).

Date	Topics	Things to Do
1. Sept. 7	Syllabus & Course Information Introduction and Managing Human Resources (Chapter 1)	Pick One Presentation: Lottery to assign presentation dates Next Class: Group Project - Form teams Required Readings - Chapter 1, Chapter 2 & <i>Whole Foods</i> article
2. Sept. 14	Trends in HRM & HR Diamond (Chapter 2)	Discussion: <i>Whole Foods</i> article Group Project: Introduction of your team (e.g., team name) Due: Academic Integrity Contract Next Class: Required Readings - Chapter 4 & <i>Principles of Scientific Management</i> article
3. Sept. 21	Analyzing Work and Designing Jobs (Chapter 4)	Pick One Presentation Discussion: <i>Principles of Scientific Management</i> article Next Class: Required Readings - Chapter 5
4. Sept. 28	HR Planning and Recruiting (Chapter 5)	Pick One Presentation Next Class: Required Readings - Chapter 6
5. Oct. 5	Selection I (Chapter 6)	Pick One Presentation Due: Submit Companies for the Group Project on CANVAS Next Class: Required Readings - Chapter 7
6. Oct. 12	Selection II (Chapter 6) Training Employees I (Chapters 7)	Pick One Presentation Next Class: Required Readings - Chapter 9
7. Oct. 19	Training Employees II (Chapters 7) Developing Employees (Chapter 9) Review for MID-TERM EXAM	Pick One Presentation Next Class: Study for Mid-term Exam Required Readings - Chapter 8 & <i>Coming Up Short</i> article

8. Oct. 26	Online Midterm Exam on Chapter 1, 2, 4, 5, 6, 7, 9	
9. Nov. 2	Managing Employees' Performance (Chapter 8)	<p>Discussion: <i>Coming Up Short</i> article</p> <p>Pick One Presentation</p> <p>Next Class: Required Readings - Chapter 3 & <i>We Googled You</i> article</p>
10. Nov. 9	HR Legal Issues (Chapter 3)	<p>Discussion: <i>We Googled You</i> article</p> <p>Pick One Presentation</p> <p>Due: Current Event Assignment (by 7:20 pm on CANVAS)</p> <p>Next Class: Required Readings - Chapter 11 & Chapter 12</p>
11. Nov. 16	Compensation (Chapter 11 & 12)	<p>Pick One Presentation</p> <p>Due: Petitions for Removing Team Member(s) (by 7:20 pm via EMAIL)</p> <p>Next Class: Required Readings - Chapter 10 & Chapter 13</p>
12. Nov. 23	NO CLASS – HAPPY THANKSGIVING!	
13. Nov. 30	Providing Employee Benefits (Chapter 13) Separating & Retaining Employees (Chapter 10)	<p>Pick One Presentation</p> <p>Due: Optional Current Event Assignment (by 7:20 pm on CANVAS)</p> <p>Next Class: Required Readings - Chapter 15</p>
14. Dec. 7	Special Topics: Contemporary Changes/Topics in HRM (Chapter 15)	<p>Group Project: In-class Presentations</p> <p>Due: Group Presentation Slides and Peer Evaluation (by 7:20 pm on CANVAS)</p> <p>Next Class: Study for Final Exam</p>
15. Dec. 14	Online Final Exam on Chapter 3, 8, 10, 11, 12, 13, 15	Due: Extra Credit - Group Presentation Supplementary Report (by 7:20 pm on CANVAS)

Academic Integrity Contract

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://studentconduct.rutgers.edu/student-conduct-processes/university-code-of-student-conduct/> for details regarding the Student Code of Conduct. Please see <http://academicintegrity.rutgers.edu/academic-integrity-policy/> 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://academicintegrity.rutgers.edu/academic-integrity-policy/> 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
- Forging signatures

Cheating

- Copying work on examinations.
- Responding to Poll Everywhere questions when not physically present in the classroom.
- Acting to facilitate copying during an exam.
- Sharing answers through technology (including online platforms such as Quizlet) 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: _____