

# Introduction to Human Resource Management (Spring 2020)

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Mon & Wed 1:40pm-3:00pm / TIL 254 (LIV campus)

**Instructor: Eugene Son ([eugene.son@rutgers.edu](mailto:eugene.son@rutgers.edu))**

- Office: 213B Janice H. Levin
- Office Hours: by appointment

## Course Overview

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.

## Course Material

Optional Text: Lepak, D., & Gowan, M. (2017). Human Resource Management: Managing Employees for Competitive Advantage. Chicago Business Press. ISBN: 978-0-9971171-5-8.

Class Material: All class material, including PowerPoint slides for the lectures and all assigned article readings, will be posted on the course's Sakai website. Please be prepared with the material before coming to class.

## Grading and Course Requirements

| Activity         | Points |
|------------------|--------|
| Exam 1           | 25     |
| Exam 2           | 25     |
| Exam 3           | 25     |
| Case study 1,2,3 | 15     |
| Attendance       | 10     |
| Total            | 100    |

| Percentage | Grade |
|------------|-------|
| 90-100%    | A     |
| 85-89.9%   | B+    |
| 80-84.9%   | B     |

|          |    |
|----------|----|
| 75-79.9% | C+ |
| 70-74.9% | C  |
| 60-69.9% | D  |
| <59.9    | F  |

## Details on each requirement

- **Examinations**

Three exams will cover all course material including lectures, discussions, exercises and readings. Each exam will cover approximately one third of the course material and will be non-cumulative.

- **Case study**

There are three case studies in this course (5points each). A script on a certain company and related questions will be provided. Students are expected to discuss the questions with other students as a team and submit a short report (1-2pages).

- **Attendance**

Students are expected to attend every class. If you have to miss a class, be sure to alert me ahead of time (Please email me directly). Attendance will be monitored through attendance sheets and **it is your responsibility to sign the attendance sheet each session.**

|                     |            |          |          |          |          |          |          |          |          |           |            |
|---------------------|------------|----------|----------|----------|----------|----------|----------|----------|----------|-----------|------------|
| <b># of Absence</b> | <b>0-1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> | <b>6</b> | <b>7</b> | <b>8</b> | <b>9</b> | <b>10</b> | <b>11~</b> |
| <b>Points</b>       | <b>10</b>  | <b>9</b> | <b>8</b> | <b>7</b> | <b>6</b> | <b>5</b> | <b>4</b> | <b>3</b> | <b>2</b> | <b>1</b>  | <b>0</b>   |

## Class Policies

- **Make-up policy**

The dates of the three exams and the case studies are noted on the course agenda. An exam/case study grade of zero will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test/quiz. 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), when the instructor emails announcing that class is suspended, or other critical circumstances such as a death of the family. A make-up exam will be held at a time when all students who need to make up the exam can be present. An officially cancelled exam/case study will be held at the next scheduled class period.

- **Extra Credit Assignment**

During the semester, you will have an opportunity to submit an assignment for a 2 possible points. Write a short essay (no more than 500 words) about recruitment and selection. As a potential job applicant, what is the most important factor for you to decide to apply for a certain company? Present one example of a great company that you want to apply in the future and explain what aspects of the

company attracts you. **Assignments must be submitted via Sakai (“Assignments”) no later than Wednesday, May 1st at 11:59 p.m. to receive credit.**

- **No extra-credit** projects will be given at the end of the semester

## Course Schedule

| Date                    | Contents                    |
|-------------------------|-----------------------------|
| Week 1: Jan 22          | Introduction & HRM Overview |
| Week 2: Jan 27 & 29     | HR Challenges               |
| Week 3: Feb 3 & 5       | Job analysis and design     |
| Week 4: Feb 10          | Case study 1                |
| Week 4: Feb 12          | Exam 1                      |
| Week 5: Feb 17 & 19     | Planning and Recruitment    |
| Week 6: Feb 24 & 26     | Selection                   |
| Week 7: Mar 2 & 4       | Legal Issues in Selection   |
| Week 8: Mar 9           | Case study 2                |
| Week 8: Mar 11          | Training (1)                |
| Week 9                  | <i>Spring Recess</i>        |
| Week 10: Mar 23         | Training (2)                |
| Week 10: Mar 25         | Exam 2                      |
| Week 11: Mar 30 & Apr 1 | Performance Management      |
| Week 12: Apr 6 & 8      | Compensation                |
| Week 13: Apr 13 & 15    | Retention                   |
| Week 14: Apr 20 & 22    | Case study 3                |
| Week 15: Apr 27 & 29    | Creating HPWS               |
| Week 16: May 4          | Exam 3                      |

Please note that dates are subject to change (some topics may take more time and others less time, depending on students’ interests). **Exam/Case study dates are firm.**

## 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 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 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 requiring 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/>.

Student may make requests for accommodations: <https://ods.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>.

## *Academic Integrity Contract (For students)*

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/sites/policies/files/10.2.11-current.pdf> for details regarding the Student Code of Conduct. Please see [https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI\\_Policy\\_2013.pdf](https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.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/sites/policies/files/10.2.11-current.pdf> 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 achievement 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 of 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 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
- 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 assignment 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: \_\_\_\_\_

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