



**Introduction to HR Management: Spring, 2022**  
**37:533:301:03**  
**Tuesdays: 10:20 – 1:20**

*“A business is not a debating society...yet management overlooks a golden opportunity if it fails to include its workers among its consultants”*

- Robert Wood Johnson, 1949

**Instructor:** Robert Calamai  
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**Office Hours:**  
By appointment (email me to set up a phone call or Zoom session)

TA: TBD

TA Office Hours: TBD

**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)

### **Course Description:**

While many of the tasks associated with human resource management are centered in the HR Department, all managers have HR responsibilities. Human Resource Management (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.

This course will cover the broad range of topics associated with HR management from the perspective of the HR professional, the manager, and the employee. This course serves as the base course in both the undergraduate HRM major and minor. It will also serve to familiarize students who hope to become managers or team leaders during their careers with some of the issues they will have to deal with, such as staffing, motivating, and developing team members.

### **Course Objectives:**

Human Resource Management (HRM) has become recognized as the key source of strategic competitive advantage for organizations. HRM is a core component of the effectiveness of any organization or business unit because it influences the availability and productivity of talent in the organization. How does HRM do this? We will explore many of those factors in this class.

Although many of the functions and tasks associated with human resources are associated with HR departments, all managers and executive leaders have responsibilities that involve some aspect of HR. Thus, understanding HR will make you more personally capable, both as an employee and as a manager.

The objective of this course is to help students gain a solid understanding of the key HR functions, roles, and challenges. You will get a thorough exposure to the HR perspectives in organizational issues. You will also experience the challenges of HR management through case studies.

## **Class Material:**

**Required Text:** D. Lepak & M. Gowan (2019). *Human Resource Management: Managing Employees for Competitive Advantage, 4th Edition*. Chicago Business Press

Case studies and exercises: Short case studies and exercises will be distributed and discussed during the semester. Both will count as part of the class participation grade.

Articles: Selected articles will be posted as discussion forums (see class participation section). In addition, selected articles may be assigned for class discussions.

The PowerPoint slides for most of the content, syllabus and other relevant course material will be posted on the course's Canvas website: <https://canvas.rutgers.edu/> (Use your ID and password to access our course).

The Canvas course management system will be used as the primary tool to administer this course, including any email updates from the instructor. This will be discussed in greater detail during the first class session. Since Canvas is directly linked to the Rutgers email system, it is imperative you frequently check your email. The majority of my power point slides (including those associated with the text chapters) will be posted on Canvas.

## **Course Policies:**

Attendance at every class is required. To make the most out of each session and the course experience as a whole, it is essential that you read the assigned material, listen attentively to others, and share your thoughts and insights. If you do miss a class, it is your responsibility to contact another class member to get any material you missed, including schedule changes. Attendance will be monitored through our weekly class polling. Absences for illness, religious holidays and other events recognized by SAS will be excused. If you know you are missing a class, please email me in advance. While I appreciate the notification, the "Rutgers Self-Reporting Absence" email that can be sent does not constitute an acceptable excuse. If you know you are going to miss a class because of a religious holiday I would appreciate an email prior to the holiday. Even excused absences are not valid reasons for work not to be done. An examination grade of "0" will be assigned to any student who is absent without an excused absence as defined above.

Classroom etiquette:

- Be prepared for every class
- Arrive on time, and do not leave early
- Be respectful when someone else is speaking
- Not permitted in class: cell phone use, texting, using laptops or tablets for any purpose other than note taking.

Any violation of the above etiquette items will result in a reduction of your participation grade noted below.

### **Academic Integrity:**

Violations of academic integrity are not tolerated in this course or in any other course taken at Rutgers. Academic dishonesty has serious consequences. An academic integrity contract is attached to this syllabus and includes links to the Rutgers policies related to academic integrity. **Students must access and acknowledge the contract (posted on Canvas) before the second class they attend. Assignments and exams submitted before the integrity contract is submitted on Canvas will not be graded.**

### **Students with Disabilities / Accommodations:**

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: <https://ods.rutgers.edu/>

### **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>

### **Grading:**

Your course grade will be determined as follows:

<b>Course Component</b>	<b>Raw Points Possible</b>
Exam 1	100
Exam 2	100
Exam 3	100
Participation/Attendance:	50
Note: the three types of participation (discussed below) will be weighted equally	
<b>Total:</b>	<b>350</b>

<b>Percentage</b>	<b>Total Raw Points</b>	<b>RU letter grade</b>
90-100%	315-350	A
85-89.9%	298-314	B+
80-84.9%	280-297	B
75-79.9%	263-279	C+
70-74.9%	245-262	C
60-69.9	210-244	D
<60	<210	F

## Course Components:

### Examinations:

Three exams will cover all course material, including lectures, discussions, exercises, case studies, forums, and textbook material. Each exam will cover approximately one-third of the course material. The exams will be non-cumulative, and specific dates are noted on the class schedule. Exams will be closed-book and closed notes, closed-laptop, etc. An examination grade of “0” will be assigned to any student who is absent on exam day and misses an exam without a legitimate excuse (see course policies above).

In the event that an individual must make up an exam because they were unable to attend the regularly-schedule exam administration, a makeup exam will be administered no later than 5 days following the date the exam was given. Students will have the same amount of time to complete a makeup exam.

### Participation:

Your participation grade will be determined based on three types of class participation:

- 1) Traditional In-class participation
- 2) Participation in the Discussion Forums on Canvas and Class Exercises
- 3) Polling questions (in class) during the semester

Details on the above items:

- 1) **In-class participation:** Your class participation grade consists of your regular and insightful feedback during classroom discussions and may include small group exercises. To be an active and valuable classroom citizen and participant, you must come to class having carefully read ALL assigned materials. This careful attention to the readings will inform your comments during class and will help to facilitate insightful class discussions and maximum learning for all. We may also complete several short case studies in class which will be discussed and be counted as part of your class participation grade.
- 2) Another component of your participation grade will be several **Discussion Forum** postings and we discuss online using Canvas. The specific postings will be communicated during the semester and due dates are posted in the Class Schedule section below. I will not accept any input after the assigned due date and time. I will post the initial “issue” or “question” on these forums (often using a short article to stimulate your thinking) and expect you to thoughtfully participate in the discussion with your classmates. You will find that this sharing of insights and observations about key HR issues will help you learn some of the important aspects of this course.

I will also assign 4 **Exercises** (see Class Schedule for due dates). These will reinforce several of the important class topics.

- 3) **Polling Questions:** I will distribute “Class Questions” in almost every class that will focus on the current course topic(s) and will also be helpful in preparing for your exams.

**Changes to the syllabus:**

This syllabus is the plan for the course; however, it is subject to modification during any time during the semester. Such changes will be announced in class and the revisions will be posted on Canvas.

**Rutgers Policy on Religious Holidays:** <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

**Cancellation of Classes:**

Any notice regarding either a cancellation of class or a change of the Course Schedule will be communicated to students via email or through Canvas.

## Class Schedule – Spring, 2022

DATE	Class Session	Text Chapter	Topic(s)	Assignments and Exams
Tuesday, 1/18	1	Ch.1	Introduction / External Environment  Managing Employees for Competitive Advantage	
Tuesday, 1/25	2	Ch.2 Ch.3	Org Demands and Environmental Influences Regulatory Issues	
Tuesday, 2/1	3	Ch.4	Job Design and Job Analysis	<b>Exercise 1 Due</b>
Tuesday, 2/8	4	Ch.5	Workforce Planning	<b>Discussion Forum 1 Due</b>
Tuesday, 2/15	5	Ch.6	Recruitment	<b>Exam 1</b>
Tuesday, 2/22	6	Ch.6 Ch.7	Recruitment (continued) Selection	<b>Exercise 2 Due</b>
Tuesday, 3/1	7	Ch.8	Learning and Development	
Tuesday, 3/8	8	Ch.9	Performance Management	<b>Exercise 3 Due</b>
Tuesday, 3/15	XXX	XXX	<b>No Class – Spring Break</b>	
Tuesday, 3/22	9	Ch.10	Compensation	<b>Discussion Forum 2 Due</b>
Tuesday, 3/29	10	Ch.11	Incentives and Rewards	<b>Exam 2</b>
Tuesday, 4/5	11	Ch.11	Incentives and Rewards (continued)	
Tuesday, 4/12	12	Ch.12	Benefits and Safety	<b>Exercise 4 Due</b>
Tuesday, 4/19	13	Ch.13	Employee and Labor Relations	<b>Discussion Forum 3 Due</b>
Tuesday, 4/26 (Last class session)	14	Ch.14 (Pages 537-553)	HR Systems / Metrics	<b>Exam 3</b>

***Academic Integrity Contract***  
**(To be signed electronically on Canvas)**

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/disciplinary-processes/university-code-of-student-conduct/> for details regarding the Student Code of Conduct. Please see [https://policies.rutgers.edu/sites/default/files/10.2.13 - current.pdf](https://policies.rutgers.edu/sites/default/files/10.2.13%20-%20current.pdf) for details regarding the Rutgers University 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 <https://policies.rutgers.edu/sites/default/files/10.2.13%20-%20current.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 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.
- 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.

The recommended sanction for those who cheat on an exam or plagiarize is the reduction of one letter grade and a zero on either the assignment or exam. Some infractions may result in expulsion from the University. All infractions will be reported to the Rutgers University Office of Student Conduct.

I, \_\_\_\_\_ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University. 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, Program Director, Department Chair, or Dean.

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student Name (Please Print): \_\_\_\_\_

Rutgers University ID: \_\_\_\_\_