

Introduction to Human Resource Management
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Summer 2021, Online

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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.

Class Materials

Required Resource: Interpretive Simulation – Interpretive.com

Recommended Text: Fundamentals of Human Resource Management. Noe, Hollenbeck, Gerhart, and Wright – 7th edition. ISBN: 1259852555

This course is delivered asynchronously in an online format. However, we will be utilizing the [Canvas](#) learning management system to access learning materials, post announcements, submitting assignments, communicating via the Inbox feature, and taking quizzes.

Note: Whenever anything is posted to this site, you will automatically receive a notification to your rutgers.edu email account. Checking that email account frequently is highly recommended as well.

Grading and Course Requirements

Activity	Points
Exams	400
Simulation Activities	100
Lecture Videos	<u>140</u>
Total Points	640

Percentage	Points	Grade
90-100%	576 - 640	A
87-89.9	556.8 - 575.9	B+
80-86.9	512 - 555.79	B
77-79.9	492.8 - 511.9	C+
70-76.9	448 – 492.79	C

60-69.9	384 - 447.9	D
≤59.9	≤ 383.9	F

Examinations

There will be 3 non-cumulative exams. You are responsible for ALL assigned readings scheduled before the exam, my lecture notes, handouts, and any other course material (e.g., articles, guest lecturers, videos, class activities). Please note that I will not be dropping any exam grades. However, your highest exam grade will count double towards your final grade in this course. *Each exam is worth 100 points, with your highest score counting twice, for a possible total of 400 points.*

Exam Procedures

1. All exams will be done through Canvas online. You will have a 48-hour window for exams 1 and 2. Exam 3 will only be available for 24 hours due to the end of the semester.
2. All exams are open book.
3. You are expected to complete your exam without the assistance of any other person. Failure to do so will result in academic integrity charges brought against you.
4. Upon completion, you may review your exam with me during virtual office hours.

Make-up policy: The dates 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 (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when the instructor emails the class announcing that class is suspended, or other critical circumstances such as a death in the family. *Authorized makeup exams will be done during reading days at the end of the semester unless an agreement is made with the professor.* An officially cancelled exam will be held at the next scheduled class period.

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

Simulation Activities

You will participate in a web-based HRM Simulation, which highlights the principles taught in the course and provides you with simulated real-world experience in making HR decisions and observing their impact on the firm. The class will be divided into 3-person teams (assigned in week 1) for this semester-long project. The HRM Simulation will require you to work as a team to develop goals and strategies, manage a budget and make a series of HR decisions throughout the semester, and hand in a final report upon completion of the simulation. ***All team members must register for the simulation by June 3rd.***

Once all your team members register for the simulation, you will be able to access our simulation “game” at: www.interpretive.com. Before beginning the simulation, your team is required to identify four goals and develop related strategies for achieving these four goals (using the “Goals and Strategies” form available as a PDF from the Simulation website). You must submit your completed “Goals and Strategies” document into Canvas by **June 6th**. There will be four (4) quarters of play corresponding to weeks 2 through 5 of the semester. Simulations for a given week will be opened for competition for a full week prior to being due. Submissions will be closed at 11:59 pm EDT on the date that they are due. There will be a practice round in which you can play and replay as many times as you wish in “benchmark” mode (i.e., against the computer). **When play officially begins on June 7th**, you will be

playing against each other in “direct competition” mode and weekly (quarterly) decisions are final once submitted.

Point Distribution of Simulation:

The simulation as a whole will contribute 16.67% to your total grade. The 100 points will be distributed as follows:

- Goals & Strategies = 5 points
- Final Industry Ranking = 25 points
- Management Yearly Audit report = 60 points
- Peer Evaluation = 10 points

Final Industry Ranking (25 points): Upon completion of 4 quarterly plays, your team’s cumulative ranking within the industry (i.e., class) will be determined based on the Balanced Scorecard metric provided under the “Comparative Results” section of the simulation. That is, your teams are playing in “direct competition mode” against each other. **Teams that are ranked in the top third of the industry will be awarded 25 points; teams that are ranked in the middle third will be awarded 20 points; and teams in the bottom third will be awarded 15 points.**

Management Audit Report (60 points): Upon completion of each “year” of the simulation, each team must submit a written self-audit report. This report should be typed using **Times New Roman 12-point font, double-spaced, with 1” margins and be between six (6) and eight (8) pages including all tables and graphs (title page and citations do not count in page length)**. Your grade on the management audit report will be based on your ability to critically analyze your team’s strengths and weaknesses and on applying principles of human resource management to your simulation experience. The Year 1 Management Audit Report is due Friday, July 9th.

Peer Reviews (10 points): Along with the submission of your yearly audit reports, you will also submit an individual evaluation of your team members. If you fail to submit a peer review, you will receive zero (0) points, regardless of how your team members evaluated you. *Free riders are not permitted, and each team is free to identify team members that are not contributing to the simulation. Those individuals will not receive credit for the team’s work!* Peer evaluation surveys will be available beginning July 4th and will be due Friday, July 9th.

Lecture Videos

A set of questions is embedded into each of the lecture videos. You will have until Sunday at 11:59 pm EDT to complete the video lectures on the assigned topics for each week. Each question will be worth 2 points. You will have two attempts on each lecture video. Your highest score will count toward your grade. Any lecture videos completed after the due date will incur a 50% penalty and will only be available for 1 week after the assigned due date. Lectures due during the final week will not be allowed any late submissions due to time constraints.

Extra Credit

There may be opportunities throughout the semester. If so, I will make sure you are aware of them. ***Don’t count on extra credit to save your grade.***

Learning Goals Met by This Course

COURSE-SPECIFIC LEARNING GOALS

Upon completion of this course, students should be able to demonstrate:

1. The fundamentals of HR functional capabilities used to select, develop, and motivate workers
2. The context and challenges of HRM and its role as a strategic function and set of practices within organizations.
3. How to calculate the value of HR practices to the organization (e.g., turnover costs, training programs, and compensation and benefits packages)
4. Analyze contemporary global issues from a multidisciplinary perspective

SMLR Learning Goals

Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

1. Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
2. Analyze a contemporary global issue in their field from a multi-disciplinary perspective
3. Analyze issues related to business strategies, organizational structures, and work systems
4. Analyze issues of social justice related to work across local and global contexts
5. Analyze issues related to the selection, motivation, and development of talent in a global context

Application – Demonstrate an understanding of how to apply knowledge necessary for effective performance

1. Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
2. Understand the legal, regulatory and ethical issues related to their field
3. Develop human resource management functional capabilities used to select, motivate, and develop workers
4. Understand the internal and external alignment and measurement of human resource practices

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. **Second**, send me an email. Be sure to include the topic of your question in the subject line of the email. If needed, we can set up a Zoom meeting to discuss issues in further depth.

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 or the course TAs 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; sending a fellow student who did not attend class the answers to a poll to falsely indicate their presence; 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 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>

Tentative Course Schedule: The content of the course will be covered in the following sequence. Please note that **dates are tentative and subject to change** (some topics may take more time and others less time, depending on students' interests). **Exam dates are firm.** Weekly information (Objectives, readings, etc.) will be posted in the Canvas.

Special Note. The due dates provided below are based on Eastern Daylight Time (United States). If you are living in a different time zone, please note all assignments are due by 11:59 pm (EDT) on the proposed dates. If needed, please use the following time zone converter to adjust your schedules accordingly: <http://www.timeanddate.com/worldclock/converter.html>.

EXAM DUE DATES:

- Exam I – can be taken *either* June 12th or June 13th.
- Exam II – can be taken *either* June 26th or June 27th.
- Exam III – must be taken July 9th.

Week of June 1 – June 6 (Week 1)

- Topics covered:
 - Syllabus/Simulation Intro
 - What is HR?
 - HR Strategy
- Complete lecture videos and questions by Sunday, June 6
- Simulation:
 - Enroll in simulation before June 3
 - Practice round will be available until June 6
 - Goals & Strategies assignment due Sunday, June 6

Week of June 7 – June 13 (Week 2)

- Topics covered:
 - Job Analysis
 - Job Design
- Complete lecture videos and questions by Sunday, June 13
- Simulation:
 - Q1 begins on June 7
 - Q1 decisions must be entered before Sunday June 13
- **Exam 1 must be taken on Saturday, June 12 or Sunday, June 13 and will cover the following:**
 - What is HR
 - HR Strategy
 - Job Analysis
 - Job Design
 - Simulation case and basic information
 - All assigned articles

Week of June 14 – June 20 (Week 3)

- Topics covered:
 - Planning
 - Recruiting
 - Selection - Quality
- Complete lecture videos and questions by Sunday, June 20
- Simulation:
 - Q2 decisions must be entered before Sunday, June 20

Week of June 21 – June 27 (Week 4)

- Topics covered:
 - Selection – Measures
 - Legal Issues
- Complete lecture videos and questions by Sunday, June 27
- Simulation:
 - Q3 decisions must be entered before Sunday, June 27
- **Exam 2 must be taken on Saturday, June 26 or Sunday, June 27 and will cover the following:**
 - Planning
 - Recruiting
 - Selection – Quality
 - Selection – Measures
 - Legal Issues
 - All assigned articles

Week of June 28 – July 4 (Week 5)

- Topics covered:
 - Training
 - Performance Management
 - Separation
- Complete lecture videos and questions by Sunday, July 4
- Simulation:
 - Q4 decisions must be entered before Sunday, July 4

Week of July 5 – July 9 (Week 6)

- Topics covered:
 - Retention
 - Compensation
- Complete lecture videos and questions by Friday, July 9
- Simulation:
 - Yearly Audit Report due by Friday, July 9
- **Exam 3 must be taken on Friday, July 9 and will cover the following:**
 - Training
 - Performance Management
 - Separation
 - Retention
 - Compensation
 - All assigned articles

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/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> 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: _____