Introduction to Human Resource Management
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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 (~$45 charge)
Top Hat Class Response System (free of charge)
Recommended Text (not required): Fundamentals of Human Resource Management. Noe, Hollenbeck, Gerhart, and Wright – 7th edition. ISBN: 1259852555

This course is delivered Face-to-Face in a classroom. However, we will be utilizing the Canvas learning management system to access learning materials, post announcements, submit 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	200
Simulation Activities	150
Attendance/Participation	100
Lecture Quizzes	50
Total Points	**500**

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). **Your lowest exam grade will drop from your final grade in this course. *Each exam is worth 100 points, with your highest score counting twice, for a possible total of 200 points.*

Exam Procedures

1. All exams will be done in class through Canvas using a Lockdown Browser. Once the access code has been entered, you will have 75 minutes to complete the exam.
2. All exams are open notes. You are allowed to use any non-digital notes and class materials during the exam. You are NOT allowed to use any help from other people or students. This will result in academic integrity charges brought against you.
3. Once the entire class has completed the exam, you may review your exam with me during 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. If I determine that a student should be allowed a make-up for a non-excused reason, there will be an automatic 20% penalty taken from the exam score.

**For lowest exam score to be dropped, you must take all three exams. If not, the missed exam will be counted as a zero.

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

Simulation Activities

You will participate in a web-based HRM Simulation at: www.interpretive.com, 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 after drop/add) 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.

Once all your team members register for the simulation, you will be able to access our simulation "game" at: www.interpretive.com. There will be eight (8) quarters of play corresponding to weeks 6 through 14 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 ET 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, you will be playing against each other in "direct competition" mode and weekly (quarterly) decisions are final once submitted. Please see the schedule listed in the agenda below and on Canvas for specific dates.

Point Distribution of Simulation: See Canvas Assignment pages for additional details

The 150 points will be distributed as follows:
- Goals & Strategies = 30 points
- Compensation & Staffing Assignments = 20 points (10 each)
- Recruitment & Morale Papers = 30 points (15 each)
- Management Audit Report = 50 points
- Peer Reviews = 20 points

Goals & Strategies (30 points): Before beginning the simulation, your team is required to identify 3-4 SMART goals and develop related strategies for achieving these goals. This should be the basis for your decision-making as a group once the simulation begins. This will also be an assignment that you will refer back to when completing your Management Audit Report at the end of the simulation.

Management Audit Report (50 points): Upon completion 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.

Peer Reviews (20 points): Following each year of the simulation, you will submit an individual evaluation of your team members. Peer review due dates are posted to the course schedule. 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. It is up to you, as a student and team member, to provide proof of your contributions to the group. Those individuals will not receive credit for the team's work!*** Each peer review is worth up to 10 points (x 2 for a total of 20 points)

Final Industry Ranking: Upon completion of 8 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 five (5) of their industry will be awarded 5 points of extra credit.**

Extra Credit

There may be additional opportunities throughout the semester. Please check the Assignments section of Canvas for due dates. ***Late submissions for extra credit will not be accepted for ANY reason.***

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 an email to the course TA or come to office hours. Be sure to include the topic of your question in the subject line of any email.

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

Additional Services
This link provides students with access to information on how to receive extra support for (a) victim and mental health services, (b) academics, and (c) financial assistance (mainly emergencies): https://smlr.rutgers.edu/academic-programs/current-students