

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)

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	300
Simulation Activities	175
Lecture Assignments	150
Total Points	625

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). **As long as you have taken all three of the exams, your lowest exam grade will drop from your final grade in this course. *Each exam is worth 100 points, for a possible total of 200 points.*

Exam Procedures

1. All exams will be done through Canvas using a Lockdown Browser. Once the access code has been entered, you will have 75 minutes to complete each 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 two 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.

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. *All students must register for the simulation by January 31.*

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 175 points will be distributed as follows:

- Introduction Meeting = 5 points
- Simulation Participation = 20 points
- 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

Introduction Meeting (5 points): Before the simulation begins, you must attend one of the sessions to meet with Prof. Greenbaum to go over the simulation in further detail. This is meant to give you a chance to ask questions and get you and your group started in the correct direction. To be prepared for this meeting, you should do the following:

- Register for the [Interpretive.com](http://www.interpretive.com) simulation
- Read over the simulation case in the [Interpretive Simulation](#) module
- Contact your group members and determine the best way to communicate for the semester
 - Groups can be found in the [People](#) section of Canvas after drop/add ends

- If you go to your group's home page, you can create an Announcement and it will automatically email your group members

- Familiarize yourself with the simulation website

To get your points for the assignment, you need to submit 2 things:

1. A screenshot of you in the Zoom meeting with me - your camera must be turned on
2. Submit a question that you would like answered that you feel we did not cover well enough in the Zoom meeting
 - The question must be related to the simulation or assignments in some manner

Simulation Participation (20 points): You will be scored each year of the simulation based on your involvement in the simulation website. I will score this based on your activity within the simulation. For you to understand how your group is performing and how to best help your group to succeed, you **MUST** be active within the simulation website. If you are on pace with the rest of the class with regard to average time spent and are actively making decisions for/with your group, you will receive these 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.**

Lecture Videos

A set of questions is embedded into each of the lecture videos. You will have until Wednesday nights at 11:59 pm ET to complete the video lectures on the assigned topics for each week. Each question will be worth 2 points. For example, if you answer all five questions, but only get four correct, your score for that topic would be 8/10 (80%).

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 at GreenbaumGA@gmail.com. Be sure to include the topic of your question in the subject line of the email.

NOTE: You, as a member of the class, are welcome to answer your fellow students' questions when posted on the Discussion board. In fact, you are encouraged to do so! You can all benefit from each other's knowledge and support. I will check others' responses for accuracy.

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>