

Introduction to Human Resource Management

37:533:301:E1 and E2

Summer 2026, 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	225
Simulation Activities	190
Lecture/Topic Assignments	<u>185</u>
Total Points	600

Percentage	Grade
90-100%	A
87-89.9	B+
80-86.9	B
77-79.9	C+
70-76.9	C
60-69.9	D
≤59.9	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). *Each exam is worth 75 points, for a possible total of 225 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.

Exam 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 30% penalty taken from the exam score.

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

Simulation Activities

The Interpretive.com simulation is a REQUIRED element of this course. If you do not participate, YOU CANNOT PASS THIS CLASS!

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 May 30th, but you are STRONGLY encouraged to register as soon as possible so you can acclimate yourself to the simulation.***

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 2nd**.

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 practice available 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 1st**, you will be playing against each other in “direct competition” mode and weekly (quarterly) decisions are final once submitted.

Point Distribution of Simulation:

- Introduction Meeting = 5 points
- Simulation Participation = 10 points
- Goals & Strategies = 30 points (5 points for attending a meeting with Prof. Greenbaum)
- Individual Assignments = 30 points (10 points each)
- Management Audit Presentation = 75 points
- Peer Evaluation = 10 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](https://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 (10 points): You will be scored 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 (75 points): Upon completion of the simulation, each student must complete a 5-minute (maximum length) recorded presentation. This presentation **MUST** include a PowerPoint (or other) slide presentation created together as a group. Your grade on the management audit 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 Review (10 points): Following year one 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

Final Industry Ranking: 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 1/3 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 Saturday 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 and intersectional 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 (LSER)
5. Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

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. Please check Canvas for all assignment details and due dates.

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 5th or June 6th.
- Exam II – can be taken *either* June 19th or June 20th
- Exam III – must be taken before July 2nd.

Week of May 26 – May 30 (Week 1)

- Topics covered:
 - Syllabus
 - Simulation Basics
 - What is HR?
 - HR Strategy
- Complete lecture videos and questions by Saturday, May 30
- Simulation:
 - Enroll in simulation before May 30
 - Practice round will be available until May 31
 - Goals & Strategies assignment due Tuesday, June 2

Week of May 31 – June 6 (Week 2)

- Topics covered:
 - Compensation
 - Planning
- Complete lecture videos and questions by Saturday, June 6
- Simulation:
 - Live simulation play begins on June 1
 - Q1 decisions must be entered before Saturday, June 6
- **Exam 1 must be taken on Friday, June 5 or Saturday, June 6 and will cover the following:**
 - What is HR
 - HR Strategy
 - Compensation
 - Planning
 - Simulation case and basic information
 - All assigned articles/videos

Week of June 7 – June 13 (Week 3)

- Topics covered:
 - Recruiting
 - Selection - Quality
- Complete lecture videos and questions by Saturday, June 13
- Simulation:
 - Q2 decisions must be entered before Saturday, June 13

Week of June 14 – June 20 (Week 4)

- Topics covered:
 - Selection – Measures
 - Legal Issues
 - Job Analysis
- Complete lecture videos and questions by Saturday, June 20
- Simulation:
 - Q3 decisions must be entered before Saturday, June 20
- **Exam 2 must be taken on Friday, June 19 or Saturday, June 20 and will cover the following:**
 - Recruiting
 - Selection – Quality
 - Selection – Measures
 - Legal Issues
 - Job Analysis
 - All assigned articles

Week of June 21 – June 27 (Week 5)

- Topics covered:
 - Job Design
 - Training
 - Performance Management
- Complete lecture videos and questions by Saturday, June 28
- Simulation:
 - Q4 decisions must be entered before Saturday, June 28

Week of June 28 – July 2 (Week 6) *Thursday, July 2, is the final day of the summer session

- Topics covered:
 - Retention
 - Separation
- Complete lecture videos and questions by Thursday, July 2
- Simulation:
 - Audit Management Presentation due by Wednesday, July 2
 - Peer evaluation due by Wednesday, July 2
- ***Exam 3 must be taken before Thursday, July 2, and will cover the following:***
 - Job Design
 - Training
 - Performance Management
 - Separation
 - Retention
 - All assigned articles