



HUMAN RESOURCES STRATEGY I

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Spring 2022

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Office	200E Janice H. Levin Building	Office Hours	By email appointment
Class Day/Location	This is an <i>online</i> and <i>asynchronous</i> course, whereby all materials will be available on <i>Canvas</i> for your <i>independent learning</i> .		

Course Description

This course provides an overview of human resource management (HRM) and its role in contributing to the competitive advantage. The course will examine how the business strategy, legal environment, and megatrends in the external labor market affect human resource management. The course also examines the techniques, policies, processes, and practices used by companies and/or managers to effectively and efficiently utilize human resources. Students will learn theories and practices in many different “core” areas of human resource management including work and job design, staffing, training, performance management, compensation, and labor relations.

Objectives

The primary goal of this course is to provide students with an understanding and appreciation of the basic functions of human resource management and current practices/issues. By the end of this course, students should think systematically about how environmental forces shape HRM activities, and should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders. Specific learning objectives include the ability to:

- Create alignment between human resource strategies and business strategies.
- Identify, select, and develop people having the knowledge, skills, and abilities.
- Use compensation and other incentives to attract, retain, and motivate employees.
- Design work systems that empower employees to contribute to performance.
- Make human resource decisions that are legal and ethical.
- Understand how an employment relationship is like a contract (with both explicit and implicit expectations) and understand the consequences of contract breach.
- Use quantitative tools, where appropriate, to make and explain human resource decisions.

Technological Requirement

Computer/Software/Accessories Requirement

- Reliable computer
- Access to the internet
- Basic Computer Specifications for Canvas
- Adobe Flash for video-watching
- Microsoft Word
- Webcam (recommended)
- Headphones (recommended)

Technical Support

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Visit Rutgers IT Help website at <https://it.rutgers.edu/new-brunswick/oit-help-desk-at-rutgers-new-brunswick/>) or contact them by phone (877-361-1134) or by e-mail (help@oit.rutgers.edu).
- Visit the Rutgers Canvas Student orientation at <https://canvas.rutgers.edu/students/getting-started-in-canvas-students/>

Course Format

The course will run asynchronously. This means the learning activities and communication take place outside of real-time. You do not have to log in at any specific scheduled time, but you are required to adhere to all course work due dates. Particularly, please note that the due dates for all course work are based on Eastern Standard Time (United States). If you are living in a different time zone, you could use the time zone converter (<https://www.timeanddate.com/worldclock/converter.html>) to adjust your schedules accordingly. I will be available to meet individually with students upon request via Zoom or Webex (please e-mail me in advance to set a meeting time).

I value the perspectives from individuals from all backgrounds, reflecting the diversity of our students. I broadly define diversity to include race, gender identity, national origin, ethnicity, religion, social class, age, sexual orientation, political background, and physical and learning ability. I strive to make this virtual “classroom” an inclusive space for all students. If you see ways to improve, please let me know.

Course Materials

Required Text: Lepak, D. and Gowan, M. (2016 or later edition). Human resource management: managing employees for competitive advantage. Second edition. United States of American: Chicago Business Press.

Optional Text:

Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2011 or later edition). *Fundamentals of Human Resource Management*. Irwin McGraw-Hill: New York. (ISBN: 978-0-07-353046-8) (CD is not required)

Susan E. Jackson, R. S. Schuler, and S. Werner. *Managing Human Resources*, 11e or later edition (Mason, OH: Thomson/South-Western, Publishing, 2012 or later edition).

Course Web Page (subject to change): CANVAS

All class material, including PowerPoint slides for the lectures and all assigned article readings, will be posted on the course's website. Students are responsible for checking Canvas for the most current syllabus, course materials, and other announcements.

We will use the following features:

- **Syllabus** to understand the requirements of this course
- **Modules** to access course agenda, and weekly lectures including recorded PowerPoint presentations and reading materials for each class
- **Assignments** to submit assignments
- **Discussions** to participate in the graded forum discussion
- **Announcements** to check weekly course schedule, assignment due date/feedback, exam requirements, and etc.
- **Grades** to help keep track of the grades

Course Evaluation

The grade in the course will be based on forum discussions, a midterm exam, a final exam, and a current event assignment. Students have the option to earn extra credits through class attendance/participation. (Specific information regarding grading guidelines follows subsequently).

The breakdown of points is:

A. Forum discussions	24 points
B. Midterm Exam	30 points
C. Final Exam	30 points
D. Current Event Assignment	16 points
Total	100 points

Grading scale:

A	90 – 100 points
B+	85 – 89.9 points
B	80 – 84.9 points
C+	75 – 79.9 points
C	70 – 74.9 points
D	60 – 69.9 points
F	0 – 59.9 points

I do NOT round numbers for the final grades.

****** Class “Attendance” (*Extra points*):**

It can be helpful to schedule consistent times each week to complete course readings and assignments. Because the course is online, completing the reading and assignments on time requires more self-discipline than does a face-to-face class that meets at the same time every week.

Students will receive extra points for “attending class” by just taking the quiz in each lecture. The quiz will not be graded and the purpose is to encourage learning. Students can earn up to 2 points depending on the participation in these quizzes:

- 2 points if students complete 7 or more quizzes;
- 1 point if students complete 3 to 6 quizzes.

A. Forums (discussions; 24 points in total)

Of great importance in an online learning environment is the use of forums to discuss course topics. Students can communicate their insights and thoughts pertaining to a particular topic, as well as learn from one another in the process. Discussions are also a means for the instructor to identify whether or not a student comprehends required reading and video assignments. Forums

include instructor-generated questions and suggested topic areas for discussion and student-to-student interaction.

Four learning community forums are held throughout the semester and all of these forums are mandatory. Students are expected to engage in forum discussions multiple times during a Monday– Monday course week. **Forums open on Mondays (8:00 A.M.), first comment due-dates are on Wednesdays (by 11:59 P.M.), and forums close on the next Mondays (8:00 A.M.).** An email/announcement will be sent out to remind students about the due dates of these forums.

- 1) Forum 1: Introduction/should HR be a strategic partner? (6 points; week 2)
- 2) Forum 2: Regulatory Issues in HRM (6 points; week 4)
- 3) Forum 3: Recruitment and Selection (6 points; week 8)
- 4) Forum 4: Compensation and Rewards (6 points; week 11)

Best Practices in Forum Participation

While forums are designed to be active and expressive, they are not chat rooms. A forum is an established area of the course where peers contribute to the greater understanding or appropriate expansion of course topics. Working together, students create an intriguing, supportive, and useful “community of learners” where peers choose to visit and participate. Earning the highest number of points in a forum requires following these best practices:

Comment Quality (50% of Points) – At least 3 comments (one original post and two comments for others):

- are relevant to the topics addressed in a forum
- exhibit critical thinking and an overall understanding of topic evidently
- are constructed so that citation of original work is available

Participation (50% of points)

- 3 or more comments during each forum open period
- 2 or more replies acknowledging and then building upon the ideas/thoughts of others. (no echoing)

B. Mid-Term Exam (30 points) & C. Final Exam (30 points):

- The mid-term and the final exam will be administered via CANVAS using an online format.
- The exams will be open book and open notes.
- You are expected to complete your exam **UNAIDED**. Failure to do so will result in academic integrity charges being brought against you.
- The exam may include questions from the course material and relevant chapters of the textbook. The exam format will comprise multiple-choice questions and several short answer questions.
- The final exam is **NOT** cumulative and will only test on the material covered in class after the mid-term exam.
- You will have four days to finish each exam, typically from 6:00 AM on Thursday to 11:59 PM on Sunday. You can take the exam at any time during this period, and each exam will last 2 hours. Exams will end promptly at the end of this timeframe. Therefore, successful completion of the two exams will require students to be familiar with all of the concepts and tools discussed.

D. Current Event Assignment (16 points):

For this individual assignment, read the current business press (*e.g., Wall Street Journal, Fortune, Business Week, NY Times, etc.*) and identify an article (published in or after 2020) with relevance to a topic we have covered/will be covering in class. **Write a short, double-spaced report of 1 to 2 pages (pages beyond this limit will not be considered)** including:

1. How others can find the article (written reference or on-line link) (1 point);
2. A very brief synopsis of the article (5 points);
3. A discussion of how the article is relevant to a topic(s) covered in class (5 points)
4. At least two questions that could potentially stimulate discussion among students concerning the article and its relevance to a topic(s) covered in class (5 points).

Students do have the option of writing up an additional current event report in which case the lower grade will be replaced. Reports must be submitted via the appropriate *assignment* module at the course website on the designated days (see Course Calendar). Failure to submit on time will lose all points possible for this assignment.

Best Practices in Completing Writing Assignments

There are three sets of criteria on which students are graded. Earning the highest number of points within each section of the writing assignments requires following these best practices:

Content

- Content that relates to the required/recommended course material is accurate.
- Content is appropriate for the topic of inquiry.
- Content that indicates knowledge gained and potential for knowledge/skills to influence future thoughts/behavior is adequately linked to course materials (including any material brought into the course by a student). When required, citations are provided.

Reflection

- A high level of reflection and insight on the topic.
- Critical thinking and creative ideas are evident.

Organization and Mechanics

- Writing is fluent and lively.
- Presented in a professional manner: using appropriate grammar, sentence structure, and spelling.
- All ideas/thoughts are well communicated. Answers to all questions are concise/to the point.
- Engages in a high-quality Internet search (when applicable).

Late Submissions

- **Quizzes:** Quizzes will remain open once they have been unlocked, so you can finish them at any time before 5/2. Yet, since there will be clear deadlines for other course work, I highly recommend you plan your time ahead rather than wait till the last minute.
- **Forum Discussions:** Students are given ample time to participate in forums. I will take 10% points off if 1st comment will not be made prior to Wednesday (3 days after forum opens), and I WON'T accept any late submission once the forums have been closed.

- ***Midterm and Final Exams:*** An exam grade of zero (0) will be assigned to any student who misses the exam without a legitimate excuse during the period of a regularly scheduled test. Legitimate excuses include illness (verified with a note from a doctor) or other critical circumstances such as a death in the family. A make-up exam date and time will be arranged at the discretion of the professor.
- ***Current Event Assignment:*** The writing assignment will be accepted up to 24 hours late for a 10% penalty. Writing assignments submitted after the 24-hour late period will not be accepted.

OTHER POLICIES AND PROCEDURES

Office Hour and Email Policy

- Due to the COVID, office hour is held with virtual sessions and by email request only.
- Instructor's Email Checking Policy: Unless students receive an advance notification, the instructor will check for email messages randomly between 10:00 AM and 6:00 PM on most workdays (This excludes Saturday/Sunday, holidays, and Spring Break). If a student sends a comment or question, the instructor will try to answer the email within 24 hours.
- Students Email Checking Policy: It is the responsibility of the student to check for incoming course-related messages at least 2 times a week. This is in addition to engaging in forums in the course. Forgetting or being unable to check the email is not an excuse. Email messages are ALWAYS sent to the student's default email address for the course.

Things happen

- When students don't have to attend a class session in person, it's easy to let a situation in the personal or professional life get in the way of online course work. In addition, remember the first rule in computer use – the computer or Internet connection will act up at the most critical time.
- Because “things happen” it's a best practice not to wait until the last minute to take the exam, submit a comment in a forum, or upload a writing assignment.
- Plan ahead if Students will be unable to complete an assignment on time. Students may need to submit the assignment earlier than the posted due date.

Academic integrity policy

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://academicintegrity.rutgers.edu/academic-integrity-at-rutgers/> for details regarding the Academic Integrity Policy. Students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty

Resources

- NetID or Rutgers email problems: Call 732-445-HELP (4357)
- Logging into the course: Call Monday through Friday 9 A.M. to 5 P.M.: 732-932-4702
- 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>

Students with disabilities

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where students are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports the request for reasonable accommodations, the campus's disability services office will provide students with a Letter of Accommodations. Please share this letter with the instructors and discuss the accommodations with them as early in the courses as possible. To begin this process, please complete the registration form on the ODS web site at:

<https://ods.rutgers.edu/students/registration-form>

Statement as a Responsible employee

Rutgers faculty are committed to helping create a safe learning environment for all students and for the university as a whole. If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. Rutgers has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The University strongly encourages all students to report any such incidents to the University. Please be aware that all Rutgers employees (other than those designated as confidential resources such as advocates, counselors, clergy and healthcare providers as listed in Appendix A to [Policy 10.3.12](#)) are required to report information about such discrimination and harassment to the University. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the University's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can find a list of resources in Appendix A to University Policy 10.3.12. For more information about your options at Rutgers, please visit endsexualviolence.rutgers.edu.

COURSE OUTLINE AND WEEKLY AGENDA

Please Note: The schedule is subject to changes at the discretion of the instructor.

Week	Chapter Subject	Chapter Activities
Week 01 (1/18 -)	Introduction to the Course	<p>Course work steps:</p> <ul style="list-style-type: none"> • Step 1: Read the course Syllabus, Schedule, and the Introduction sections at the course website. • Step 2: Explore the course and note your rights and obligations. • Step 3: Get acquainted with the Learning Management System (Canvas). • Step 4: Reply to the “Academic Integrity” forum; you can find it under the “General Forums” section on Canvas. (Due at 11:59pm, 1/31) • Step 5: Post an introduction (Due at 11:59pm, 1/31) about yourself in the “Student Introductions” forum; you can find it under the “General Forums” section on Canvas. • Step 6: Prepare ahead for the first discussion forum participation and read chapter 01.
Week 02 (1/24 -)	Chapter 01: Managing Employees for Competitive Advantage: An Introduction	<p>Course work</p> <p>Forum 1 (Due at 8am, 1/31)</p>
Week 03 (1/31 -)	Chapter 02: Organizational Demands and Environmental Influences	Course work
Week 04 (2/7 -)	Chapter 03: Regulatory Issues in HRM	<p>Course work</p> <p>Forum 2 (Due at 8am, 2/14)</p>
Week 05 (2/14 -)	Chapter 04: Job Design and Job Analysis	Course work
Week 06 (2/21 -)	Chapter 05: Workforce Planning	Course work
Week 07 (2/28 -)	Chapter 06: Recruitment	Course work
Week 08 (3/7 -)	Chapter 07: Selection	<p>Course work</p> <p>Forum 3 (Due at 8am, 3/14)</p>

(3/14 -)	Spring Recess	No Class
Week 09 (3/21 -)	Study for Midterm Exam (Chapters 01, 02, 03, 04, 05, 06, and 07) Take the Exam	Take midterm exam (The exam system starts at 6:00am, 3/24; Due at 8am, 3/27) Note: The exam consists of multiple choice questions that cover the required readings and lecture material
Week 10 (3/28 -)	Chapter 08: Learning and Development	Course work
Week 11 (4/4 -)	Chapter 09: Performance Management	Course work Current Event (Due at 11:59pm, 4/11)
Week 12 (4/11 -)	Chapter 10: Compensating Employees	Course work
Week 13 (4/18 -)	Chapter 11: Incentives and Rewards	Course work Forum 4 (Due at 8am, 4/25)
Week 14 (4/25 -)	Chapter 12: Employee Benefits and Safety Programs	Course work Current Event ***optional (Due at 11:59pm, 5/2)
Week 15 (5/2 -)	Study Week for the Final Exam (Chapters 8, 9, 10, 11, and 12) Take the Exam	Take final exam (The exam system starts at 6:00am, 5/5; Due at 11:59pm, 5/8) Note: The exam consists of multiple choice questions that cover the required readings and lecture material