

# Human Resource Strategy 1 : Intro (Fall 2018)

38:533:580:02, index 05258

Mon 7:20am-10:00pm / JLB 003 (LIV campus)

**Instructor: Eugene Son** ([eugene.son@rutgers.edu](mailto:eugene.son@rutgers.edu))

- Office: 200E Janice H. Levin
- Office Hours: Mon, 5pm-7:00pm, or by appointment

**IMPORTANT NOTE:** This syllabus provides you with general guidance, to help you get started. Details of the course are likely to change to reflect the interest of students, ongoing current events, and so on.

## Course Overview

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. By the end of this course, you should think systematically about how environmental forces shape HRM activities, and you should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders. To understand the role of HRM requires an understanding of the environmental context in which HRM activities are conducted. Discussion of several aspects of context is the focus of the first several weeks. Included are topics such as globalization, labor market conditions, laws and regulations, country cultures and the reality of the continual organizational change. Next, we briefly review the major activities included in a total HRM system (planning, recruitment, selection, training and development, performance management, compensation and benefits). Our focus will be on understanding how these HRM activities can help a firm achieve competitive advantage.

The course employs a variety of teaching methods, including lectures, discussion, case analyses and student presentations. Although the specific activities will vary, the objectives will always be the same: to improve your understanding of how a firm's approach to managing human resources can enhance or detract from the firm's overall effectiveness.

The course requires you to be actively engaged during each class and also between class meetings. In all of our interactions, everyone should strive to behave in ways that are consistent with the following guiding values:

- . **Respect for Individuals:** We treat each other with respect and dignity, valuing individual and cultural differences. We communicate frequently and with candor, listening to each other, regardless of level or position. We silence our phones, beepers and pagers in the classroom.
- . **Dedication to Collaborative Learning:** We build enduring relationships by understanding, anticipating, and striving to meet everyone's needs. We care for each other and learn from each other.
- . **Highest Standards of Integrity:** We are honest and ethical in all of our education and business activities, starting with how we treat each other. We keep our promises and admit our mistakes.
- . **Innovation:** We believe innovation is the engine that will keep us vital and growing. Our culture embraces creativity, seeks different perspectives and risks pursuing new opportunities.
- . **Teamwork:** We encourage and reward both individual and team achievements. We freely join with colleagues across cultural, educational, and social boundaries.
- . **Accountability:** Each of us takes ownership for our success. Our rewards are determined by our results.
- . **Excellence:** We will be satisfied with nothing less than being the best in everything we do.

## **SPECIFIC OBJECTIVES**

1. To identify, discuss and analyze the needs of effective organizations and their employees in highly competitive environments.
2. To become familiar with all the specific HR practices and activities.
3. To identify the factors that give rise to different ways of managing human resources for equally effective results and discuss why there is "No One Best Way."
4. To heighten your involvement and sense of opportunity as an HR professional or line manager.
5. To identify models and frameworks that can be helpful in understanding human resource management.
6. To give you ample opportunity for presentation and group interaction.

## **Course Material**

Optional Text: Lepak, D., & Gowan, M. (2017). *Human Resource Management: Managing Employees for Competitive Advantage*. Chicago Business Press. ISBN: 978-0-9971171-5-8.

Class Material: All class material, including PowerPoint slides for the lectures and all assigned article readings, will be posted on the course's Sakai website. Please be prepared with the material before coming to class.

## **Grading and Course Requirements**

Activity	Points
Midterm Exam	30
Final Exam	30
Team Discussion Report	10
Team Presentation/Participation	15
Individual Case Presentation	15
<b>Total</b>	<b>100</b>

Percentage	Grade
90-100%	A
85-89.9%	B+
80-84.9%	B
75-79.9%	C+
70-74.9%	C
60-69.9%	D
<59.9	F

## Details on each requirement

- **Examinations**

Two exams will cover all course material including lectures, discussions, exercises and readings. Each exam will cover approximately one half of the course material and will be non-cumulative.

- **Team Discussion Report**

After watching a movie which deals with an age diversity in the workplace, teams will discuss the strength and weakness of the age diversity in the workplace and the most ideal HR system for companies with high age diversity. Each team will submit a two-page report which reflects what the team had discussed.

- **Team Presentation/Participation**

A 10-minute team presentation will be held at the end of the semester. A team with 3-4 students will select and present an organization which has an excellent HR system. More detailed information about the presentation will be distributed.

Teamwork Participation will be evaluated by members of each team. At the end of the semester, each student will evaluate the participation of their team members including themselves. Therefore, students in the same team may receive different scores in Team Presentation/Participation according to their teamwork participation ratings.

- **Individual Case Presentation**

Students will choose a week/topic (e.g., week4 Recruitment, week5 Selection, week6 Training...etc) and present a company with an excellent HR practices relevant to the week's topic and how the HR practices help the company achieve better outcomes. For example, if you present in the week 6 (training), you will choose one company which provides great training programs to its employees. You will also present why having those training programs are important for the company and how they contribute to the company's bottom line.

## Class Policies

- **No electric devices**

No email, texting, tweeting or web surfing will be allowed in this class. If you have a pending emergency and need to use your phone, let me know before class and set your cell phone to vibrate.

- **Make-up policy**

The dates of the exams and the team discussion/presentation are noted on the course agenda. An exam/presentation/report grade of zero will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test/events. 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 announcing that class is suspended, or other critical circumstances such as a death of the family. A make-up exam will be held at a time when all students who need to make up the exam can be present. An officially cancelled exam will be held at the next scheduled class period.

- No extra-credit projects will be given at the end of the semester

## Course Schedule

Date	Contents
10-Sep	Introduction & HRM Overview
17-Sep	HR Challenges
24-Sep	Job analysis and design
1-Oct	Planning and Recruitment
8-Oct	Selection
15-Oct	Legal Issues in Selection
22-Oct	Mid-term Exam
29-Oct	Training
5-Nov	Performance Management
12-Nov	Compensation
26-Nov	Team Discussion: Age diversity in Workplace
6-Dec	Retention/ Team Discussion Report Due
13-Dec	Team Presentation
TBD	Final Exam

Please note that dates are subject to change (some topics may take more time and others less time, depending on students' interests). **Exam/Presentation/Discussion dates are firm.**

## 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 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; 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 requiring 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/>.

Student may make requests for accommodations: <https://ods.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>.

## **SMLR Learning Objectives- HR Strategy I**

### **Three Core Areas for Success in SMLR**

The curriculum in the programs within SMLR focus on different areas (ie. HRM, LSER) and levels of study (ie. UG, Masters', PhD). Across these programs, we strive to advance students cognitive skills and processes, their Knowledge of Theory and Application, and develop their professional skills.

- 1) Cognitive Skills and Processes
- 2) Knowledge of Theory, Practice, and Application
- 3) Professional Development

### **Cognitive Skills and Processes**

The cognitive skills and process area reflects the goal for SMLR programs to help students develop skills central to lifelong learning and participation in society and the workplace.

#### **I) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.**

- o Communicate complex ideas effectively, in standard written English
- o Analyze and synthesize information and ideas from multiple sources to generate new insights
- o Produce quality research papers with proper convention of attribution/citation
- o Produce high quality executive summaries
- o Make an argument using contemporary and/or historical evidence
- o Present ideas and arguments in a logical and effective way

### **Knowledge of Theory, Practice and Application**

The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realize opportunities to apply that knowledge to practice situations.

#### **IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.**

- o Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- o Evaluate and apply theories from social science disciplines to workplace issues

## *Academic Integrity Contract (For students)*

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://policies.rutgers.edu/sites/policies/files/10.2.11-current.pdf> for details regarding the Student Code of Conduct. Please see [https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI\\_Policy\\_2013.pdf](https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf) for details regarding the 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 <http://policies.rutgers.edu/sites/policies/files/10.2.11-current.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 achievement 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 of 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 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 assignment or joint assignments approved by the instructor.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

I, \_\_\_\_\_, understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. 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, Department Chair, or Dean.

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student Name (Please Print): \_\_\_\_\_

Rutgers University ID: \_\_\_\_\_

## *Academic Integrity Contract (For Instructor)*

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://policies.rutgers.edu/sites/policies/files/10.2.11-current.pdf> for details regarding the Student Code of Conduct. Please see [https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI\\_Policy\\_2013.pdf](https://slwordpress.rutgers.edu/academicintegrity/wp-content/uploads/sites/41/2014/11/AI_Policy_2013.pdf) for details regarding the 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 <http://policies.rutgers.edu/sites/policies/files/10.2.11-current.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 achievement 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 of 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 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 assignment or joint assignments approved by the instructor.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

I, \_\_\_\_\_, understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. 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, Department Chair, or Dean.

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student Name (Please Print): \_\_\_\_\_

Rutgers University ID: \_\_\_\_\_