

HUMAN RESOURCES STRATEGY I – Online Course
COURSE SYLLABUS

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Course Description

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. The course examines the techniques, policies, processes, strategies, 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 staffing, performance management, work and job design, training, compensation, and labor relations. We will examine how the business strategy, legal environment, and megatrends in the external labor market affect human resource management. The course will also examine how the human resource functions contribute towards the formulation and implementation of business strategy and achievement of competitive advantage.

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 and 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.

SMLR Learning Objectives

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

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.

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

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

2) 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 realizes opportunities to apply that knowledge to practice situations.

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

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

Required Course Materials

Text: Lepak, D. and Gowan, M. (2016). 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)
Note...CD is not required.

S. 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):

All class material, including PowerPoint slides for the lectures and all assigned article readings, will be posted on the course’s website (use your ID and password).

We will use the following features:

- **Content** to access copy of the syllabus, lecture PowerPoint presentations and reading materials for each class.
- **Schedule/Calendar** to check on major activities and due dates.
- **Drop box/Assignment** to submit assignments.
- **Grades** to help keep track of your grades.

Evaluation

Your grade in the course will be based on a midterm exam, a final exam, a group project/presentation, an individual presentation, two current event assignments, and class attendance/participation. I do NOT round numbers for the final grades. (Specific information regarding grading guidelines follows subsequently). The breakdown of points is:

A. Forum	20 points
B. Midterm	30 points
C. Final Exam	30 points
D. Current Event Assignments	20 points
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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

****** 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.

You 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. You can earn up to 3 points depending on your participation in these quizzes:

- 3 points if you complete 8 or more quizzes;
- 2 points if you complete 6 or more quizzes;
- 1 point if you complete 3 or more quizzes.

B. Forum (discussions; 20 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.

Five learning community forums are held throughout the semester and four 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.).

- 1) Forum 1: Introduction/should HR be a strategic partner? (5 points; week 2)
- 2) Forum 2: Regulatory Issues in HRM (5 points; week 4)
- 3) Forum 3: Recruitment and Selection (5 points; week 8)
- 4) Forum 4: Compensation and Rewards (5 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:

- 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; 10% penalty if 1st comment will not be made prior to 11:59 P.M. Wednesday (3 days after forum opens).
- 2 or more replies acknowledging and then building upon the ideas/thoughts of others. (no echoing)

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

The mid-term and the final exam will be online (two hours). Therefore, successful completion of the two exams will require you to be familiar with all of the concepts and tools discussed. The

exam may include questions from 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 you on material covered in class after the mid-term exam.**

E. Current Event Assignments (20 points):

For each of these **two** individual assignments, read the current business press (*e.g., Wall Street Journal, Fortune, Business Week, NY Times, etc.*) and identify an article (published in 2015-2017) 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. Very brief synopsis of the article (4 points);
3. A discussion of how the article is relevant to a topic(s) covered in class (3 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 (2 point).

Again, only **two** current event reports are required to be submitted. You do have the option of writing up an additional current event report (an optional third one, besides the two required ones) in which case your lowest grade will be replaced. All reports must be submitted via the appropriate drop boxes at course website on the designated days (see Course Calendar). If you fail to submit the two required reports on time, you will lose all 20 total 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 required/recommended course material is accurate.
- Questions are thoroughly answered and 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

- Answers indicate a high level of reflection and insight on topic.
- Critical thinking and creative ideas are evident.
- A strong desire to reflect on topics is evident.

Organization and Mechanics

- Writing is fluent and lively.
- All answers are presented in a professional manor: 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).
- Instructions for completing assignment are followed.

EMAIL

1) Instructor's Email Checking Policy: Unless you receive advance notification, your instructor will check for email messages randomly between 10:00 AM and 6:00 PM on most workdays (This excludes Saturday/Sunday, holidays, and Thanksgiving Break). If a student sends a comment or question, your instructor will try to answer the email within 24 hours.

2) 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 your email is not an excuse. Email messages are ALWAYS sent to the student's default email address for the course.

POLICIES AND PROCEDURES

Class Sessions and Assignment Due-Date Information

- Use the course calendar to identify all assignment due-dates and graded assignment return dates. The calendar is available as a link under course home along with the syllabus.
- Students are given ample time to participate in forums. Forum participation cannot be made up.
- 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.

Things happen.

- When you don't have to attend a class session in person, it's easy to let a situation in your 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 you'll be unable to complete an assignment on time. You 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

Available in the course:

- Tech FAQs document: Provides written information and instructions that address all aspects of technical performance within this course. (The document is linked on the left hand side of course, on the course home page, and available on the default page of document sharing.)

- Flash Videos: Offer visual demonstrations of how to use each course tool (example: document sharing, dropbox and changing default email address). Links to videos are located on the home page of the course.

- Clear Instructions: Basic and specific instructions and links are provided for students to identify how and where course information is organized. Upon entering the course, follow all steps presented to become acclimated to the location of key pieces of information and feel comfortable entering all areas of the course shell.

Available outside the course:

- 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

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 you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your 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>.