

**School of Management and Labor Relations**  
**Professor Sidney Seligman, [sidney.seligman@rutgers.edu](mailto:sidney.seligman@rutgers.edu), 201-452-8499**  
**HRM: 37:533:327:90 Index: 19334 Online Asynchronous**

The syllabus components are hyperlinks to the relevant content. Click on the hyperlinks (highlighted in blue) to review/read the content. Be sure to read each section of the syllabus components. If you are new to Canvas, please review the tutorials under [Course Tools Tutorials](#).

## Contacting your Instructor

If you have questions related to the course content (assignments, projects, discussions), post your questions to the discussion forum with a Subject Line related to your question. The instructor will respond within two days. However, your classmates may also be able to answer your question sooner than the instructor could.

If your inquiry is of a personal/private nature, including scheduling a one-on-one session with the instructor, please email the instructor via the **Canvas Inbox** feature (left side navigation bar, red area). Review Canvas tutorials under the [Course Tools Tutorials](#). Always email through the **Canvas Inbox** feature.

**Note:** Please do not use your personal email account for any Rutgers and course-related correspondence. Messages sent to and from your personal (non-Rutgers email account) may end up in a Spam folder, or get hacked in cyberspace, consequently delaying response to your inquiry. Furthermore, if your personal email account provider's server goes down or you encounter technical problems, Rutgers IT HelpDesk will not be able to help you. More importantly, it is the [University's policy \(Links to an external site.\)](#)Links to an external site. that you do not use your personal email for Rutgers related correspondence.

### Virtual Office Hours (via Canvas Conferences)

Do not feel constrained. You may contact me by email, text, or phone whenever you have a need.

### My contact information

Professor Sidney Seligman, [sidney.seligman@smlr.rutgers.edu](mailto:sidney.seligman@smlr.rutgers.edu), 201-452-8499

## Course Description and Course Materials

Human resource management in the public sector shares common features with HRM in any organization. However, governmental entities have a unique history of

approaches to HRM. Human Resources activity is inextricably enmeshed with federal and state constitutions as well as federal, state and local statutes and ordinances. Public workers are also a distinct political constituency. The political arena (in addition to politics of the organization) enters into HR practice regularly in the public sector. As such, it is a departure from human resources practice in private companies.

The course relies on a base of psychology, management, political science and economics.

## **Textbook:**

- Llorens, Klingner & Nalbandian, Public Personnel Management. 7th Edition. Publisher: Routledge, 2018.
- Other readings will be posted on Canvas from time to time. Make sure you check Canvas for emails relevant to this class.

# **SMLR Learning Objectives**

This course is designed to help you attain the following SMLR learning objectives:

## **Understanding Context**

- Evaluate the context of workplace issues, public policies, and management decisions
- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

## **Application**

- Demonstrate an understanding of how to apply knowledge necessary for effective work performance
- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)

- Understand the internal and external alignment and measurement of human resource practices (HRM)

## . Method of Instruction

- This course is delivered entirely online through the Learning Management System, Canvas. There will be no face-to-face classroom sessions. The course is delivered in asynchronous mode. This means the learning activities and communication takes place outside of real-time. There are no live presentations or lectures. However, there may be times when the instructor conducts a live chat session to address questions. In that case, you will be notified in advance so you can schedule the time.
- There are online lectures, readings, problem solving (in Discussions), examinations and independent research (term paper).

## . Course Process

- The class is divided into 15 modules, 15 weeks. There is an introductory module on the values of public sector human resources and the history of public sector human resources practice. It is followed by 12 modules corresponding to a chapter (and sometimes multiple chapters) in the textbook. [Module 8](#) is the Mid-Term exam, and [Module 15](#) is the Final exam. Each course module will include a lecture and a problem for students to analyze in the form of Discussion forums. You are also required to complete a term paper. Your grade will be composed of your achievement on the problems (Discussion forum), exams and term paper.

## Student Responsibilities

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anywhere, anytime, you are still expected to adhere to the all due dates.

You are expected to:

- Have access to a reliable computer, and access to the Internet
- Log in to Canvas for your course on a daily basis
- Check for any announcements, update to the syllabus, assignments, and/or discussions and respond accordingly
- Actively participate in the Problem Solving/Discussion Forum
- Complete the assigned readings and/or media
- Complete the assigned exercises and projects
- Adhere to all due dates

### *In case of computer failure*

Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). Additionally, be sure to **back up your important documents** and assignments on a flash drive or other external device.

## Computer, Software/Apps/Accessories Requirements

- [Adobe Flash – latest version \(Links to an external site.\)](#) (you might need it to view certain videos)
- Access to the internet
- Microsoft Word
- Webcam (recommended)
- Headphones (highly recommended)
- Reliable computer
- Refer to the [Basic Computer Specifications for CanvasLinks to an external site.](#)

## Technical Support

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

- Visit the [Canvas Student TutorialLinks to an external site.](#)Contact [Rutgers IT Help DeskLinks to an external site.](#) 877-361-1134, accessible 24 hours a day, 7 days a week.
- Visit the [Rutgers Canvas Student orientation](#)

## Class Schedule and Topics

- [Week 1 \(January 19 - 24\) - The World of Public Personnel Management/Doing Public HRM in US](#)
- [Week 2 \(January 25 - 31\) - Thinking Strategically About HRM](#)
- [Week 3 \(February 1 - 7\) - The HR Role in Policy, Budget, Performance Management and Program Evaluation](#)
- [Week 4 \(February 8 - 14\) - Defining and Organizing Work](#)
- [Week 5 \(February 15 - 21\) - Rewarding Work: Pay and benefits](#)

- [Week 6 \(February 22 - 28\) - Social Equity and Diversity Management](#)
- [Week 7 \(March 1 - 7\) - Recruitment, Selection and Promotion](#)
- [Week 8 \(March 8 - 14\) - Mid-Term Examination](#)
- [Week 9 \(March 22 - 28\) - Leadership and Employee Performance](#)
- [Week 10 \(March 29 - April 4\) - Training, Education and Staff Development](#)
- [Week 11 \(April 5 - 11\) - Performance Management](#)
- [Week 12 \(April 12 - 18\) - Safety and Health](#)
- [Week 13 \(April 19 - 25\) - Organizational Justice](#)
- [Week 14 \(April 26 - May 2\) - Collective Bargaining](#)
- [Week 15 \(May 6 - 8\) - Final Examination](#)
- [Course Reflection](#)

## . Examinations

- There will be two non-cumulative examinations as noted on the course schedule. Each exam will cover approximately one-half of the course material. The first examination, the Mid-Term will cover the Introduction and Chapters 1-8 of the text. The final examination will cover the remainder of the text. Each examination will be worth 25% of the course grade. Each exam will consist of 50 multiple choice questions. On each exam, you will receive .5 grade point for each correct answer.

## . Respondus exam monitoring

- We will be using Respondus Lockdown Browser and Monitor to monitor your two exams in this course. You will practice the use of the online exam proctoring when you take the practice questions prior to the mid-term. You will need to (1) take a picture of yourself using the webcam on the computer you use to take the exam, (2) show the software your student ID with your photo and (3) show the proctoring software the immediate environment around your computer.

## . TurnItIn Statement

- Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com (directly or via learning management system, i.e. Sakai, Blackboard, Canvas, Moodle) for the detection of plagiarism. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.
- Students who do not agree should contact me immediately.

# Term Paper

Each student will be required to compose an analytic paper of roughly **ten pages** double-spaced on an approved topic. *The topics must analyze an HR issue as it applies to the public sector. Topics are to be subtopics found in each unit.*

Topics must be approved no later than **February 19**. Each student's topic will be unique to that student. With that in mind, the earlier one selects a topic, the more likely one will get the topic of one's choice approved. If the topic is disapproved, a new topic must be submitted within 48 hours. If the second topic is not approved, a topic will be assigned. If no topic is submitted, a topic will be assigned.

The most common reasons for topic rejection:

1. the topic fails to subsume **both** human resources and the public sector.
2. the topic is too general; it is not a subtopic of a weekly unit.

The paper must be submitted **by April 14**. There will be deductions for lateness.

*Adopt a thesis for your topic and support it with your research. Cite your sources. You may use any format for your paper as long as it used consistently.*

Submit your paper through the [Week 12 Assignment - Submit Term Paper](#) assignment portal. Emailed papers will not be considered.

# Grading

Grades will consist of the following components:

Grading Component	
Examination 1	
Examination 2	
Term Paper	
Participation in Discussion Forums	

After all final grade numbers are assessed, the final letter grade will be based on a curve. The curve will approximate the grade distribution in undergraduate human resources courses in SMLR. The instructor reserves the right to grade better or worse than the undergraduate human resources grade distribution in SMLR for classes that are head and shoulders better or worse than the typical class.

# Special Needs Accommodations

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 \(Links to an external site.https://ods.rutgers.edu/students/documentation-guidelines \(Links to an external site.\)Links to an external site. \(Links to an external site.\)Links to an external site.\)](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 \(Links to an external site.\)Links to an external site.](https://ods.rutgers.edu/students/registration-form) website ([https://ods.rutgers.edu/students/registration-form \(Links to an external site.\)Links to an external site.](https://ods.rutgers.edu/students/registration-form)).

### **Office of Disability Services contact and address**

**Lucy Stone Hall, Livingston Campus**, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: [dsoffice@rci.rutgers.edu](mailto:dsoffice@rci.rutgers.edu)
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu/>

# Rutgers Student Support Services

## Academic Support Services

Rutgers has a variety of resources for academic support. For more information, see the [University Academic SupportLinks to an external site.](#) page.

## Rutgers Learning Centers

General academic support services are offered to all Rutgers students through the [Rutgers Learning CentersLinks to an external site.](#). These services are free-of-charge to Rutgers students and include:

### Academic Support

- [Peer Tutoring](#) is available in two forms. Walk-in group tutoring is available on all campuses and one-on-one tutoring is available through our

partnership with the SAS Honors Program.

- [Academic Coaching \(Links to an external site.\)](#) is a comprehensive service for students who want to improve their academic and self-management skills, such as time management, critical thinking, and study skills.
- [Writing Coaching](#) supports writers in a variety of disciplines and a range of courses. Our coaches meet individually with students about brainstorming topics, organizing ideas, formulating a thesis, structuring paragraphs, and developing an argument.
- [Study Group](#) leaders review course material with students and integrate study strategies—note taking, problem solving, and test preparation—that link course content with cognitive skill development.
- [Reserved Course Materials \(Links to an external site.\)](#) such as equipment, demonstrations, and videos are available at the MSLC.

## Professional Development Opportunities for Students

- [Employment Opportunities \(Links to an external site.\)](#) offer students professional development, leadership experience, and flexible hours.
- [Peer Leader Training](#) is available to University programs upon request and addresses leadership & communication skills, group management techniques, content training, and more.
- [Peer Instructor Education](#) is a 3 credit, 300 level pedagogy course we provide to train peer leaders.

You can [schedule an appointment \(Links to an external site.\)](#) online for one-on-one assistance.

## Writing Centers

Rutgers also has a [Writing Center \(Links to an external site.\)](#) on each campus where any student can obtain tutoring and writing assistance. Visit their website to make an appointment or find the Writing Center location on your campus.

## Library

- SMLR Librarian - Julie Peters, [jpeters@smlr.rutgers.edu](mailto:jpeters@smlr.rutgers.edu).
- [Rutgers University LibrariesLinks to an external site.](#) offer many resources to assist you. Through their website, you can search the library holdings and access a variety of research and reference tools.

For example, you can

- Find [articlesLinks to an external site.](#) in a large collection of indexes and databases and [books or mediaLinks to an external site.](#) from a variety of catalogs.
- View a wide variety of general and subject-specific [library guidesLinks to an external site.](#)
- Get [HelpLinks to an external site.](#) from a librarian via email, phone, or live chat.

**Access:** Rutgers Libraries [Indexes and DatabasesLinks to an external site.](#) are subscription resources, available to Rutgers students, faculty, and staff only. Please note that if you need to access these resources from off-campus, you will need to [log-in Links to an external site.](#) using your Rutgers NetID and password.

## Disability Services

### All Students

Rutgers University welcomes students with disabilities into all of the University's educational programs, and the [Rutgers Office of Disability Services Links to an external site.](#) offers a wide array of services.

In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a [registration formLinks to an external site.](#), participate in an intake interview with an ODS-assigned coordinator, and provide [documentationLinks to an external site.](#)

If the documentation supports your request for accommodations, your campus' 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 ensure that your needs can be met in a timely manner.

### Student Affairs

The [Office of the Dean of Students \(Links to an external site.\)](#) provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

## Campus Specific Offices

### [Rutgers-New Brunswick ODSLinks to an external site.](#)

The Rutgers-New Brunswick office can be contacted at:

Office of Disability Services-New Brunswick  
Lucy Stone Hall, Suite A145  
Livingston Campus  
54 Joyce Kilmer Avenue  
Piscataway, NJ 08854-8045  
Phone: 848.445.6800  
Fax: 732.445.3388  
E-mail: [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)

### [Rutgers-Camden ODSLinks to an external site.](#)

The Rutgers-Camden office can be contacted at:

Tim Pure  
Coordinator of Disability Services, Rutgers-Camden  
Rutgers-Camden Learning Center  
Armitage Hall, Room 240  
311 North Fifth Street  
Camden, NJ 08102-1405  
Phone: 856.225.6442  
Fax: 856.225.6443  
E-mail: [tpure@camden.rutgers.edu](mailto:tpure@camden.rutgers.edu)

## [Rutgers-Newark](#)

The Rutgers-Newark office can be contacted at:

Kate Torres  
Coordinator of ADA Services and Academic Support  
Robeson Campus Center, Suite 352  
350 Martin Luther King Jr. Boulevard  
Newark, NJ 07102  
Phone: 973.353.5300  
Fax: 973.353.5666  
E-mail: [kate.torres@rutgers.edu](mailto:kate.torres@rutgers.edu)

Specific contacts for the **Law Schools**, or for **Biomedical Sciences and Health Schools** can be found at the [ODS Contact Links to an external site](#).page.

## Technology

### Help and Resources

[Canvas Student GuideLinks to an external site.](#) This guide includes information about accessing Canvas, setting email addresses and notifications, accessing grades, and how to use the different tools available in Canvas.

Students having difficulty using a course tool should contact the **Online Learning Help Desk** at 877.361-1134 or [help@canvas.rutgers.edu](mailto:help@canvas.rutgers.edu) 24/7/365; please contact the Help Desk before contacting your course instructor to resolve Canvas technical issues.

[Canvas Technical RequirementsLinks to an external site.](#) This page contains system, browser, and feature requirements. Please be sure your computer and browser can support Canvas.

### Accessibility

The accessibility statements for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- [Canvas accessibility statementLinks to an external site.](#)
- [BigBlueButton accessibility statementLinks to an external site.](#)
- [Adobe accessibility statementLinks to an external site.](#)

- [YouTube accessibility guides](#)Links to an external site.
- [Google Docs accessibility guides](#)Links to an external site.
- [VoiceThread accessibility statement and white paper](#)Links to an external site.
- [Kaltura accessibility statement](#)Links to an external site.
- [Proctortrack accessibility statement](#)Links to an external site.
- [Turnitin accessibility statement](#)Links to an external site.
- [Campus Pack accessibility statement](#)  

- [Piazza accessibility statement](#)Links to an external site.
- [EvaluationKit accessibility statement](#)  

- [Ebsco accessibility statement](#)Links to an external site.
- [Barnes & Noble accessibility statement](#) Links to an external site.
- [Cengage accessibility statement](#)Links to an external site.
- [Pearson accessibility statement](#)Links to an external site.
- [McGraw-Hill accessibility statement](#)Links to an external site.
- [Wiley accessibility statement](#)Links to an external site.
  - [Wiley Plus accessibility statement](#)Links to an external site.

## Privacy

The privacy policies for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- [Canvas privacy policy](#)Links to an external site.
- [BigBlueButton privacy policy](#)Links to an external site.

- [Adobe privacy policyLinks to an external site.](#)
- [YouTube privacy policyLinks to an external site.](#)
- [Google Docs privacy policyLinks to an external site.](#)
- [VoiceThread privacy policyLinks to an external site.](#)
- [Kaltura privacy policyLinks to an external site.](#)
- [Proctortrack privacy policyLinks to an external site.](#)
- [Turnitin privacy policyLinks to an external site.](#)
- [Campus Pack privacy policyLinks to an external site.](#)
- [Piazza privacy policyLinks to an external site.](#)
- [EvaluationKit privacy policyLinks to an external site.](#)
- [Ebsco privacy policyLinks to an external site.](#)
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- [McGraw-Hill privacy policyLinks to an external site](#)
- [Wiley privacy policy](#)

[PreviousNext](#)

## Rutgers Academic Integrity

The rights of students will be protected to ensure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies. An academic integrity contract is attached to this syllabus. Students must submit a signed copy of the contract before the second class they attend. **Assignments and exams turned in before the Academy Integrity Contract is submitted will receive a grade of "0".**

Students are obligated to execute the [Academic Integrity Contract](#) by the second week of classes. No grades will be entered for tests, term papers, or class participation without the completion of the Contract.

Be sure to read and adhere to

- [Rutgers Academic Integrity Policy \(Links to an external site.\)](#)
  - [PDF version](#) 
- [Don't Plagiarize! Document your Research](#)

## Student Affairs

The [Office of the Dean of Students](#) provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Specific pages on the site that may be of interest:

- [Rutgers Community-Based Counseling \(Links to an external site.\)](#)
- [Rutgers Residence Life \(Links to an external site.\)](#)
- [Rutgers Students Food Pantry \(Links to an external site.\)](#)
- [Rutgers Student Counseling Services](#)

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# Week 1 Assignment - Academic Integrity Contract

PublishedPublished. Click to unpublish. [Edit](#) Manage

## *Instructions*

Read the information below .

### *After reading:*

1. Select the Submit tab on this page (right upper corner). A text-entry space will open.
2. In the text-entry space, type the following: "**I have read the contract and will abide by it**"
3. Then select Submit to submit your acknowledgement response.

Please note this is a **mandatory activity**.

## Academic Integrity Contract

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://studentconduct.rutgers.edu/student-conduct-processes/university-code-of-student-conduct/> for details regarding the Student Code of Conduct.

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://nbacademicintegrity.rutgers.edu/home/for-students/> for detailed information about the academic integrity process and <http://nbacademicintegrity.rutgers.edu/home/academic-integrity-policy/levels-of-academic-integrity-violations/> for details on the levels of academic integrity violations

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements 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 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 or presenting material verbatim from any source without using quotation marks.
- 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.
- Responding to polling questions when not physically present in the classroom.
- Acting to facilitate copying during an exam.
- Sharing answers through technology (including online platforms such as Quizlet) 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 assignments or joint assignments approved by the instructor.

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 - SMLR Policy

Given the increased number of incidents of cheating and provided that each Undergraduate Professor has in past dealt with these situations differently, this policy

was voted on by the HRM Faculty in April of 2014 to ensure that all incidents of cheating will be dealt with in a fair and consistent manner. The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first-time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student's final grade will be reduced by an entire letter grade as shown in the table below.

This table indicates how your grade will be affected if chea

Original Grade	
A	
B+	
B	
C+	
C	
D	

When students cheat a note will be placed in their files in the HRM Department and such information will be considered by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

A second incidence of cheating (whether in the same class or in another HR class) will result in a grade of "F" and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

No extenuating circumstances will be considered in a case of cheating.