

**Introduction to Human Resource Management**  
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**Spring 2021, Synchronous Remote – M/TH 12-1:20 pm ET**

**Instructor:** Ryan Greenbaum  
**Office:** 215B Janice H. Levin Bldg  
**Office Hours:** Virtual Hours – Held via Zoom – Mondays from 10:20–11:30 am ET (or by appt)  
<https://rutgers.zoom.us/j/92550431983?pwd=ZUt4c2NqOE5kWGGE4aDVvb0IycUxGdz09>  
**E-mail:** [ryan.greenbaum@rutgers.edu](mailto:ryan.greenbaum@rutgers.edu)  
**Phone:** (848) 445-4528  
**Teaching Assistant:** Frank Chen  
[ProfGreenbaumTA@gmail.com](mailto:ProfGreenbaumTA@gmail.com)  
**Course Site:** (Canvas): <https://rutgers.instructure.com/courses/117863>

### 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 (Price is ~\$60)  
Top Hat Class Response System – No charge

**Recommended Text:** Fundamentals of Human Resource Management. Noe, Hollenbeck, Gerhart, and Wright – 7th edition. ISBN: 1259852555

This course is being delivered synchronously in a remote format through Zoom. The class Zoom link will be provided in Canvas. 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	Percentage	Course Grade
Exams	400	90-100%	A
Simulation Activities	200	87-89.9	B+
Lecture Videos	140	80-86.9	B
<b>Total Points</b>	<b>740</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). Please note that I will not be dropping any exam grades. However, your highest exam grade will count double towards your final grade in this course. *Each exam is worth 100 points, with your highest score counting twice, for a possible total of 400 points.*

## Exam Procedures

1. All exams will be done through Canvas online. You will have a 24-hour window to take each exam. Once the access code has been entered, you will have 1 hour, 20 minutes to complete the exam.
2. All exams are open book. You are allowed to use your 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 virtual office hours.

**Make-up policy:** The dates of the three 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 20% penalty taken from the exam score.

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

## Simulation Activities

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 students must register for the simulation by Jan. 25.*

Once all your team members register for the simulation, you will be able to access our simulation “game” at: [www.interpretive.com](http://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 8:00 pm on Saturday, Feb. 6.**

There will be eight (8) quarters of play corresponding to weeks 4 through 12 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 8:00 pm EDT on the date that they are due. There will be a practice round 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 Feb. 7**, you will be playing against each other in “direct competition” mode and weekly (quarterly) decisions are final once submitted.

## Point Distribution of Simulation:

The 200 points will be distributed as follows:

- Goals & Strategies = 15 points
- Final Industry Ranking = 25 points
- Critical Incident reports = 60 points

- Management Yearly Audit reports = 80 points
- Peer Reviews = 20 points

Final Industry Ranking (25 points): Upon completion of 8 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 third of the industry will be awarded 25 points; teams that are ranked in the middle third will be awarded 20 points; and teams in the bottom third will be awarded 15 points.**

Critical Incident Reports (60 points): Within the quarterly (weekly) decision play, you will also be required to submit a response to six (6) HR-related *incident* that is described in the "Special" section of the Decisions tab of the simulation. *For each critical incident, your team needs to submit a 1 to 2-page report indicating your team's response to the critical incident AND explaining your team's rationale for your decision with regards to the critical incident.* The critical incident reports should be typed using **Times New Roman 12-point font, double-spaced, with 1" margins and be between one and two pages.** Incident reports can be submitted to the appropriate drop box on Canvas, and are due on the same days that decisions are due. The incident responses will be graded based on the quality of the rationale that is provided for the proposed incident decision (please see the grading rubric). Each weekly report is worth up to 10 points (x 6 weeks for a total of 60 points).

Management Audit Report (80 points): Upon completion of each "year" of the simulation, each team must submit a written self-audit report. This report should be typed using **Times New Roman 12-point font, double-spaced, with 1" margins and be between six (6) and eight (8) pages including all tables and graphs (title page and citations do not count in page length).** Your grade on the management audit report 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. The Year 1 Management Audit Report is due Mar. 13<sup>th</sup> and the Final Management Audit report is due Apr. 24<sup>th</sup>. Each report is worth up to 40 points (x 2 for a total of 80 points).

Peer Reviews (20 points): Following the submission of your yearly audit reports, you will also 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. Those individuals will not receive credit for the team's work!* Each peer review is worth up to 10 points (x 2 for a total of 20 points)

### Lecture Videos

A set of questions is embedded into each of the lecture videos. You will have until Saturday at 8:00 pm EDT to complete the video lectures on the assigned topics for each week. Each question will be worth 2 points. For example, if you answer all five questions, but only get four correct, your score for that topic would be 8/10 (80%).

### Participation and attendance

Regularly attending class is important for you to do well in this course and fully understand the concepts. Because of this, I will take attendance during each lecture. This will be done through class participation, utilizing the Top Hat website and app. **Every question you answer and every activity you participate in will go toward this portion of the class,** so the more you come to class, the better off you will be.

You can access our class site through Canvas. However, you can register with this link and follow the instructions as well: <https://app.tophat.com/e/605374>

The 6-digit join code for our course is **605374**

In order for me to keep track of who responds to the polls (and for you to get credit for attending class), you will need to **register with the Top Hat website at least 24 hours prior to attending our first class session. This means you must be registered by Wednesday, January 20<sup>th</sup>.**

It should take less than 5 minutes.

This is a form of classroom technology that you will be able to access using a myriad of technological options that you already have at your disposal (smartphone, tablet, laptop, etc.). We will go through a tutorial for this software on the first day of class, but I would highly recommend going through the website and familiarizing yourself with how it works.

1. In class, students are asked to answer questions posed in lecture by responding to questions in class. These questions will correspond to the topics at hand, to highlight important take-aways, and serve as attendance.
2. Several of the lecture periods will include completion of a related exercise/activity. Although these exercises may not be graded for correctness, they help students to utilize course concepts to give them direct, concrete experiences that are applicable to their personal and professional needs. Further, participating in these exercises will often give you the opportunity to interact with your fellow students. I try to emphasize teamwork and a collaborative, supportive work environment, and I strongly believe that learning and development should be structured to provide support and feedback not only from the instructor but also from your peers.
3. Personally, I value the diversity that students bring to the classroom. Students come from a variety of backgrounds with a wide range of knowledge, motivation, and interests. I really appreciate and enjoy hearing your viewpoints!

### **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 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
5. Analyze issues related to the selection, motivation, and development of talent in a global context

### **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 an email to the course TA at ProfGreenbaumTA@gmail.com. Be sure to include the topic of your question in the subject line of the email.

**NOTE: You, as a member of the class, are welcome to answer your fellow students' questions when posted on the Discussion board. In fact, you are encouraged to do so! You can all benefit from each other's knowledge and support. I will check others' responses for accuracy.**

### **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>