

RUTGERS UNIVERSITY

School of Management and Labor Relations

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HRM: 37:533:328:90 Index: 09748

CL: 10:501:483:90 Index: 09747

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

You may contact me by email, text or phone whenever you feel a need. Do not let issues fester. Reach out to me when you have an issue that the Syllabus fails to answer. If we need to speak face-to-face, we will use Zoom.

My contact information

Professor Sidney Seligman, sidney.seligman@smlr.rutgers.edu, 201-452-8499

Course Description

Textbook:

- Fried, Bruce J. and Fottler, Myron (eds.) (2018) Fundamentals of Human Resources in Healthcare. Chicago: Health Administration Press.
- Other readings will be posted on Canvas from time to time. Make sure you check Canvas for emails and Announcements relevant to this class.

Course Description:

Human resource management in the healthcare setting shares common features with HRM in any organization. However, healthcare organizations have a unique history of approaches to HRM. Healthcare organizations are closely regulated entities. Many healthcare professions are also closely regulated. They are often subject to licensure and/or certification as a basis of entry. Healthcare provider organizations include for-profit and non-profit companies that often compete against each other. Healthcare provider organizations are often composed of organized staffs that include independent healthcare practitioners. Also, healthcare is one of the few industries that makes a significant use of volunteers.

With the advent of the Affordable Care Act the healthcare industry has seen significant consolidation as well as the growth of providers as insurance risk takers. Healthcare providers have taken on new initiatives to improve quality and reduce costs. Despite the law, American healthcare costs are the highest in the world. At the same time, American clinical outcomes place us 37th in the world (just below Costa Rica and just above Slovenia) according to the World Health Organization. An efficient and effective use of human resources is critical improving the American healthcare system's outcomes for clinical quality, patient satisfaction and cost.

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

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)

Course Specific Learning Objectives

Course Specific Learning Goals

Upon completion of this course you should understand:

1. The nature of the healthcare industry and healthcare providers
2. Unique characteristics of healthcare organizations and employees
3. Laws governing healthcare organizations and employees
4. Designing and analyzing healthcare jobs
5. Staffing the healthcare organization
6. Managing healthcare employee performance
7. Motivating and rewarding healthcare workers
8. Managing human capital in the healthcare organization
9. Healthcare organizations and employee relations

10. Method of Instruction

11. This course is delivered entirely online through the Learning Management System, Canvas. There will be no Face-to-Face classroom sessions. There will be initial conferences in Canvas to orient students to the course. The course is fundamentally 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.
12. There are online lectures, readings, problem solving (in Discussions), examinations and independent research (term paper).
13. The readings are designed to give you baseline knowledge of the subject matter. The lectures will critique the readings and underscore key issues. The discussions offer you a virtual experience of difficult issues routinely faced by Healthcare HR professionals. The exams will test your acquisition of baseline

knowledge found in the text. The term paper enables you to explore a topic in depth beyond the four corners of the text and lecture.

Course Process

The class is divided into 15 modules, 15 weeks. There is an introductory module on the healthcare provider industry followed by 12 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 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.

Each element of the course has a specific purpose. The text offers basic information on human resources practice in healthcare. The lectures critique and expand on the text. The Discussion problems let students tackle practical problems in healthcare human resources administration. The term paper enables students to move beyond the four corners of the course to develop an expertise in a distinct area of healthcare human resources practice.

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). An extra computer at home, your employer's computer, or computer at your local library can be some alternatives. 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 will need it to view 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

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 - The Current Healthcare Arena](#)
- [Week 2 - Strategic Human Resources](#)
- [Week 3 - The Healthcare Professional](#)
- [Week 4 - The Legal and Ethical Environment](#)
- [Week 5 - Job Analysis and Job Design](#)
- [Week 6 - Recruitment, Selection, and Retention](#)
- [Week 7 - Organizational Development and Learning](#)
- [Week 8 - Mid-Term Examination](#)
- [Week 9 - Performance Management](#)
- [Week 10 - Compensation](#)
- [Week 11 - Employee Benefits](#)

- [Week 12 - Organized Labor](#)
- [Week 13 - Diversity and Inclusion](#)
- [Week 14 - Aligning Quality with HR Practice](#)
- [Week 15 - Final Examination](#)

. Examinations

- There will be two non-cumulative examinations as noted on the course schedule. The exams will test student's understanding of the basic course information found in the text. Each exam will cover approximately one-half of the text material. The first examination, the Mid-Term will cover the Chapter 1-6 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.

. 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 the course instructor immediately.

. Proctortrack exam monitoring

- We will be using Proctortrack to monitor your two exams in this course. A demo video for students is in the [Modules](#) section. Please be sure to review the demo. After viewing the demo, you must complete the [Proctortrack Onboarding Quiz](#).
- **Note: Completion of ProctorTrack Onboarding Quiz is a pre-requisite to taking *all* exams.**
- You may also want to read the [Proctortrack Terms & Conditions \(Links to an external site.\)](#).

. Term Paper

- Each student will be required to compose an analytic paper of roughly **ten pages** on an approved topic. Topics are to be subtopics of any unit in the course. The topics must analyze an HR issue as it applies to the healthcare industry. Topics that are relevant to human resources but not specific to healthcare are not acceptable. Topics that are relevant to healthcare administration but not specific to human resources are unacceptable. Topics must be approved no later than **October 7**. 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. 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 a student does not submit a topic, a topic will be assigned. The paper must be submitted **by November 20**. There will be deductions for lateness.
- The term paper should have a distinct thesis. The thesis should be supported with facts adduced from credible sources. Your sources must be cited. You may use any recognized format so long as you use that format consistently throughout the paper.

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

Below is the full contact information for the office of disability services:

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

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- <https://ods.rutgers.edu/>[Links to an external site.](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 Support](#)[Links to an external site.](#) page.

Rutgers Learning Centers:

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

Academic Support

- [Peer Tutoring](#)[Links to an external site.](#) 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](#)[Links to an external site.](#) 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](#)[Links to an external site.](#) 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](#)[Links to an external site.](#) is available to University programs upon request and addresses leadership & communication skills, group management techniques, content training, and more.
- [Peer Instructor Education](#)[Links to an external site.](#) 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.

[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 ODS](#)[Links 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

[Rutgers-Camden ODS](#)[Links 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

[Rutgers-Newark](#)[Links to an external site.](#)

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

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 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 guidesLinks to an external site.](#)
- [Google Docs accessibility guidesLinks 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 policy](#)Links to an external site.
- [YouTube privacy policy](#)Links 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.](#)
- [Barnes & Noble privacy policyLinks to an external site.](#)
- [Cengage privacy policyLinks to an external site.](#)
- [Pearson privacy policyLinks to an external site.](#)
- [McGraw-Hill privacy policyLinks to an external site.](#)
- [Wiley privacy policyLinks to an external site.](#)

[PreviousNext](#)

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](#)

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 Academic 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](#)
- **Week 1 Assignment - Academic Integrity Contract**
 - PublishedPublished. Click to unpublish. Manage
- Download the [Academic Integrity Contract](#) document. Read and sign. If you can sign electronically, do so, save your file as LastName_FirstInitial_AIC, and submit through the Submit tab on this page. For example, Seligman_S_AIC. If you cannot sign electronically, sign manually, take a picture of your signed Academic Integrity Contract document, save that document following the file naming convention above, then submit via the Submit tab. Please complete this activity by September 17.
- **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 cheating has

Original Grade	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.