Rutgers University – Livingston Campus
Developing Talent
Fall 2021

Course: 37:533:312:02
Days: Thursdays: 5 PM – 8 PM (ET)
Logistics: *Livingston Campus, Janice Levin Building (JLB), Room 003*

Professor: Dr. Kyra Leigh Sutton
Email: professorkyrasutton@gmail.com
Office: Virtual

**Virtual Office Hours**: Tues & Thurs, By Appointment.
NOTE: Scheduling Appointments: Professor Sutton requires AT LEAST 48 hours notice to schedule an appointment. Send an email with the subject line "**Office Appointment – Training**." Suggest a time slot that will work for you on Tuesdays or Thursdays. Professor Sutton will email you back with a confirmation and specific time. In addition, you can meet with my Teaching Assistant. Meetings will be held over Zoom.

Website: https://tlt.rutgers.edu/canvas
Required Text: Employee Training & Development, 7th Edition, © 2017
Author: Raymond A Noe, Ph.D.
ISBN:0078112850 / 9780078112850
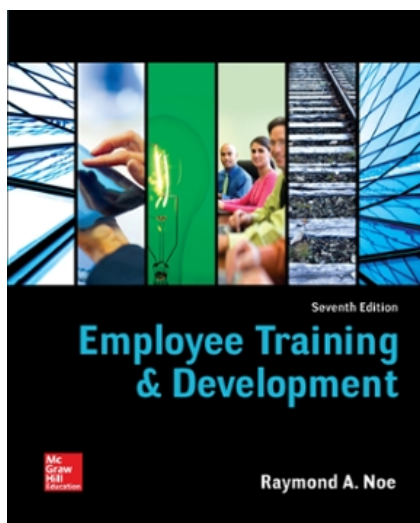
*Supplemental Text: Active Training – A Handbook of Techniques, Designs, Case Examples & Tips
Authors: Mel Silberman & Elaine Biech
Print ISBN:9781118972014 |Online ISBN:9781119154778 |
*You are **not** required to buy the Active Training book

Course Description. The purpose of this course is to explore, understand, and implement best practices related to the training and development of the asset that gives companies of any size a distinct advantage: human capital. The course examines both individual and organizational strategies to stimulate learning and, by extension, improve performance. This course will be taught in an applied manner whereby we will rely on the textbook and other resources (e.g., articles, videos) to provide a foundation of the material. You will complete a class project and participate in class exercises/discussions in order to apply the theories to "real-world" training and development.

Topics covered include Strategic Training, Needs Assessment, Program Design, Traditional Training Methods, and Training and Program Evaluation.

SMLR Learning Objectives.
The **Training & Development** course is designed to meet sections of the following learning objectives for the School of Management and Labor Relations.

I. *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)

II. *Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations*
   - Develop effective presentation skills appropriate for different settings and audiences
   - Develop career management skills to navigate one's career
   - Understand cultural differences and how to work in a multicultural environment
   - Work productively in teams, in social networks, and on an individual basis
   - Develop cultural agility competencies
   - Demonstrate lifelong personal & professional development skills

Special Needs Accommodations. If you have a disability and require special accommodations for your learning activities please contact the Office of Disability Services. Should you require my assistance in facilitating the process, I will be happy to do so. Just let me know.

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/

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.

Student Health & Wellness Services.
- http://shp.rutgers.edu/current_students/shrp_oss_mhc.html

Student Support Services. Rutgers offers various student support services to help you succeed in your learning. Visit the Student Support Services page for more information.

Technical Support. If you need technical assistance at any time during the course or to report a problem with Canvas, visit the Canvas Student Tutorial at:
https://community.canvaslms.com/community/answers/guides/video-guide
- Contact Rutgers IT Help Desk site, (877-361-1134 accessible 24 hours a day, 7 days a week).
- Visit the Rutgers Canvas Student orientation site (https://onlinelearning.rutgers.edu/canvas)

Student Code of Conduct. You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course, in the classroom as well as online (Discussion Forums, when applicable). Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated; and will result in dire consequences, including dismissal from the course. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to Discussion Post Guidelines when communicating in your Canvas class.

Academic Integrity. Be sure to read and adhere to the Rutgers Academic Integrity Policy. Academic integrity goes directly to the question of are you an individual of character and honesty? It also affects the reputation of Rutgers University. So, academic dishonesty will not be tolerated.
Principles of academic integrity require that every Rutgers University student:
- properly acknowledge and cite all use of the ideas, results, or words of others
- properly acknowledge all contributors to a given piece of work
- make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of unsanctioned materials or unsanctioned collaboration
- obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions
- treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress
- uphold the canons of the ethical or professional code of the profession for which he or she is preparing.

Adherence to these principles is necessary to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity in its teaching, research, and scholarship is maintained and enhanced.
- Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community, therefore, bears a responsibility for ensuring that the highest standards of academic integrity are upheld.

– The Rutgers University Academic Integrity Policy

Contract - Academic Integrity. We will review the Academic Integrity Contract in class on the first day. You will be required to sign the contract and submit it to Professor Sutton after it is reviewed in class.

Student Resources

Resource	Contact
Office of the Dean of Students (contact: Jeff Broggi)	http://deanofstudents.rutgers.edu/
Felicia McGinty Vice Chancellor of Student Affairs	felicia.mcginty@rutgers.edu
Student Health (CAPS, HOPE, Medical Services, Pharmacy Services)	http://health.rutgers.edu/search/
CAPS "Let's Talk" Service offering drop-in hours	http://health.rutgers.edu/medical-counseling-services/counseling/therapy/community-based-counseling/
Residence Life Staff	http://ruoncampus.rutgers.edu/about-us/photo-directory/student-support-and-accommodations-staff/
Rutgers Student Food Pantry	http://ruoffcampus.rutgers.edu/food/
Anonymous concerns can be addressed to: "Do Something	http://health.rutgers.edu/do-something-to-help/
Office of Student Legal Services (SLS)	http://rusls.rutgers.edu/
Office for Violence Prevention and Victim Assistance	http://vpva.rutgers.edu/

Student Expectations

The success of the class depends upon creating and maintaining a class environment that optimizes the learning experience. It requires your complete physical and mental presence.

To participate in the Training course, it is expected that you will do the following:

1. **Course Materials.** There is a textbook required for the class. You should have the textbook by the **2nd week of class** because quizzes will begin.
2. **Patience (and flexibility).** As we return to campus for the first time since the pandemic began – we'll need to exercise patience with each other. Also, should we need to make any changes to the course –we'll ask for your understanding and flexibility.
3. **Electronic Device.** We will be using Canvas and other online tools during **each** class. Therefore, you'll need an electronic device in each class. Laptops, tablets, or Ipads are preferred.
4. **Be engaged.** The goal of our class is to interact with and learn from your professor and classmates. To the extent you can share examples and/or insights about the readings and think critically, you add value to the class. Being engaged is not merely attending the course; instead, it is genuinely "showing up" and taking an active part in your learning. You will be encouraged to use Canvas or other online tools during lectures to share examples, ideas and ask questions. Much of the learning in the undergraduate program takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. This impacts not only the individual but their peers who count on them, as well.
5. **Weekly Email.** You will receive an email each week that will describe what will be covered in class. It is your responsibility to read the email! **Weekly emails will begin after the drop/add period.**
6. **Communicate effectively with each other.** Participate during the class discussions and activities, but don't interrupt other students or attempt to dominate the conversation.
7. **Demonstrate respect towards Professor Sutton & your classmates.** Show respect for the instructor and your classmates. Keep in mind others may have different ideas and opinions from yours, but they deserve the same level of respect from you as you wish from them. Further, if you take issue with Professor Sutton's information or instructional methods, make sure that your comments are made without confrontation or antagonism. You have the option and are encouraged to discuss concerns privately in Professor Sutton's office.
8. **Partnerships (optional).** You have the option of working in pairs this semester. You can work with no more than one other person in the class. You can select the person, and it should be done by the 3rd week of the semester. You can work in partnerships to complete the Canvas assignments, and the course project. You can also rely on your class partner to take notes should you be unable to attend class.

Classroom Policies
FACE COVERINGS/MASKS – [RUTGERS UNIVERSITY COMMUNITY SAFETY PRACTICES](#)

- Face coverings must be worn:
  - indoors in shared spaces (e.g., meeting rooms, conference rooms, conference rooms, breakrooms, copy rooms, etc.)
  - indoors in classrooms, seminar rooms, lecture halls, meeting rooms, etc.
  - indoors in private spaces with more than one occupant (shared offices)
  - indoors in public spaces (e.g., hallways, restrooms, stairs, elevators, etc.)

- Face coverings/masks must be selected, worn, and cleaned in accordance with Centers for Disease Control and Prevention (CDC) guidelines
- Face coverings are **not** required when outdoors on Rutgers property. Nor are they required indoors when seated in a private office occupied by one person or at a workstation, provided that there is six-foot separation from other seated people.
- Additional guidance on face coverings/masks can be found on pp. 13 and here.

MEETINGS (e.g., OFFICE HOURS, GROUP ASSIGNMENTS, PROJECTS)
- In-person meetings:
  o **Are strongly discouraged!**
  o All in-person participants must wear face coverings and be seated six-feet apart
- Additional information about meetings can be found here

PERFORMANCE OPPORTUNITIES: Each student will be formally evaluated on her/his performance on the assignments/activities identified in the next section. Please note, while "effort" is an important precursor to learning, true learning is manifested by behavior. Therefore, I will not be grading your effort so much as your behavior. In this class, based on the criteria for each assignment, your grade reflects how you performed on the assignments.

The final grade in this course will be determined by the following components:

Performance Opportunities	Max Points	Percentage (Approx.)
Canvas Assignments	200 pts	32%
Final Exam	195 pts	31%
Quizzes	140 pts	22%
Discussion Posts	64 pts	10%
Class Engagement	31 pts	5%
Total	**630 pts**	

Final grades will be determined by the scales shown below:

Grade	Total Points	Range (%)
A	564 – 630	90-100
B+	533 – 563	85-89
B	501 – 532	80-84
C+	470 – 500	75-79
C	438 – 469	70-74
D	375 – 437	60-69
F	374 or below	59 and below

Description of Performance Opportunities
Assignments (Worth up to 200 points): Throughout the semester, you will be asked to complete assignments related to the topics we discuss in class. The assignments will be posted and submitted on Canvas. The assignments will be a combination of case studies and exercises.

You have the option of completing the assignments by working with a partner. However, each person will be responsible for submitting the assignments on Canvas. Late assignments will not be accepted and you will receive a zero for any assignment that is not submitted. Details about the assignment, including due dates, will be posted on Canvas. Also, you will be reminded about the assignment due dates in the weekly email.

Final Exam (Worth up to 195 points): A comprehensive final exam will be given at the end of the semester. **The final exam will open on Thursday, December 16, 2021.** Additional details about the exam will be posted on Canvas.

Quizzes (Worth up to 140 points): You will complete a quiz for each chapter that we discuss in class. The quizzes will be timed and they will be a combination of multiple choice and true/false answers. Also, Professor Sutton reserves the right to include essay questions on the quizzes. Quizzes will be completed and submitted on Canvas.

Discussion Posts (Worth up to 64 points): Throughout the semester, you will have a chance to participate in virtual class discussions. The topics will vary, and they will be related to training and at times, trends happening in workplaces. On the weeks when discussions are posted, you will be responsible for responding to the discussion prompt and responding to at least one classmate's discussion posts. The class schedule can be used to determine when discussion posts are due. In addition, it will be posted on Canvas and included in the weekly emails.

Class Engagement (Worth up to 31 points): Class attendance and full, ACTIVE participation is expected of ALL students during each virtual class meeting. Class participation will be essential, as this class will operate in a peer-learning environment. This means that all students are expected to come to class and be prepared to participate during each virtual class session. Prior to class, it is required that you read all material assigned. During some classes, there will be team assignments and your full participation is required.

Extra Credit Points – Class Engagement: I recognize some students may want an opportunity to earn extra participation points. You will have an opportunity to earn up to 9 extra credit points. The opportunities described below are intended to give students opportunities to engage in other meaningful activities outside of class.

Opportunity 1: As noted in the calendar, you can find an article related to one of the broader themes discussed in class and prepare a summary of the article. The summary should be 1-2 paragraphs and provide a summary of the article and 3 lessons learned. The extra credit assignment should not exceed 1 page and it must be typed. **You can complete up to <u>THREE</u> extra credit article assignments and each assignment is worth 3 points.** Therefore, you can earn up to a total of 9 extra credit points if you submit all three articles.

How do you submit the extra credit article assignments? Extra credit article assignments should be emailed to the TA. Check Canvas to determine if the TA prefers a specific format for the extra credit assignment. The TA's email address can be found on pp.1 of the syllabus.

Opportunity 2: In addition, you will have opportunities to attend virtual events such as RUSHRM meetings, Virtual Career Fairs and other events sponsored by SMLR's Office of Career Management.

You will receive up to 3 points for each event you attend. Of note, announcements about events will be made in class.

How do you prove you attended the RUSHRM meetings and other extra credit events sponsored by SMLR's Office of Career Management? We will receive a list of people that have attended the events from the Office of Career Management. In addition, you are encouraged to send the TA a screen shot from the virtual event you attended. **You can participate in up to <u>THREE</u> virtual events and each event is worth 3 points.** Therefore, you can earn up to a total of 9 extra credit points if you participate in three virtual events.

Maximum Points: You can earn up to 9 points in extra credit, by participating in the aforementioned opportunities. It can be a combination of articles and attending virtual events.

Training Class Calendar – Fall 2021

Week	Date	Topic	In-class Activities	Canvas Learning Activities (Due Dates – will be published on Canvas)
1	Thurs, 9/2	Learning & Development Trends	Lecture & Discussion	— Academic Integrity Contract
2	Thurs, 9/9	Chapter 1: Introduction to Training Chapter 2: Strategic Training	Lecture & Discussion	— Discussion Post — Assignment #1 — Quiz – Chapter 1 — Quiz – Chapter 2
3	Thurs, 9/16	Chapter 9: Employee Development – Part One	Lecture & Discussion	— Quiz – Chapter 9
4	Thurs, 9/23	Chapter 9: Employee Development – Part Two	Lecture & In-class Assignment – IONS Case Study – Part One	— Discussion Post — Assignment #2
5	Thurs, 9/30	Chapter 3: Needs Assessment – Part One	Lecture & Discussion	— Quiz – Chapter 3 — Assignment #3
6	Thurs, 10/7	Chapter 3: Needs Assessment – Part Two	Lecture & Discussion In-class Assignment – IONS Case Study – Part Two	— Discussion Post
7	Thurs, 10/14	Chapter 5: Program Design – Part One	Lecture & Discussion	— Quiz – Chapter 5 — Assignment #4
8	Thurs, 10/21	Chapter 5: Program Design – Part Two	Lecture & In-class Assignment – IONS Part Three	— Discussion Post
9	Thurs, 10/28	Chapter 7: Traditional Training Methods – Part One	Lecture & In-class Assignment – IONS Part Three, cont.	— Quiz – Chapter 7
10	Thurs, 11/4	Chapter 7: Traditional Training Methods – Part Two	Lecture & Discussion	— Discussion Post — Assignment #5
11	Thurs, 11/11	Chapter 6: Training Evaluation – Part One	Lecture & Discussion	— Discussion Post — Quiz – Chapter 6
12	Thurs, 11/18	Chapter 6: Training Evaluation – Part Two	Lecture & In-class Assignment – IONS Part Four	
13*	Thurs, 11/25	No readings or assignments		—
14	Thurs, 12/2	Performance Management (Posted on Canvas!)	Lecture & Discussion	— Discussion Post — Assignment #6
15	Thurs, 12/9	Speaker – Topic TBD	Lecture & Q/A	— Discussion Post — Assignment #7

*Week 13: Thanksgiving Break

Article Extra Credit Deadlines & Topics (Fall 2021)

Week	Due Date	Topic	Extra Credit Assignment Extra credit is optional and should be submitted via email. All other assignments and quizzes will be submitted on Canvas. **Additional details about extra credit assignments are included on the next page**
1	X	▪ Current Trends – Learning & Development	*No extra credit article this week*
2	Thurs, 9/9	▪ Introduction to Training & Development ▪ Strategic Training	Find article & prepare a summary about a current trend in the Training world
3	Thurs, 9/16	• Employment Development, Part One	Find article & prepare a summary about one of the employee development programs discussed in the textbook (e.g., Mentoring, 360 Assessments)
4	X	• Employment Development, Part Two	*No extra credit article this week*
5	Thurs, 9/30	▪ Needs Assessments, Part One	Find article & prepare a summary about the most common mistakes made during a needs assessment
6	X	• Needs Assessments, Part Two	*No extra credit article this week*
7	Thurs,10/14	▪ Program Design, Part One	Find article & prepare a summary about designing training programs for <u>Gen Zers or Millennials</u> (e.g., skills that should be taught, design techniques)
8	X	▪ Program Design, Part Two	*No extra credit article this week*
9	Thurs,10/28	▪ Traditional Training, Part One	Find article & prepare a summary about the pros/cons of ONE <u>hands-on</u> training method discussed in the book (e.g., role plays, case study)
10	X	▪ Traditional Training, Part Two	*No extra credit article this week*
11	Thurs, 11/11	▪ Training Evaluation, Part One	Find article & prepare a summary about how organizations evaluate the effectiveness of a training program/class
12	X	▪ Training Evaluation, Part Two	*No extra credit article this week*
14	Thurs, 11/2	• Performance Management	Find article & prepare a summary about performance management tools companies are using in place of annual reviews
15	Thurs, 11/9	• Speaker - Topic TBD	*No extra credit article this week*

*Week 13 – Thanksgiving Holiday

Fall 2021: T&D (Thurs Evening, ONLY)

CLASS SCHEDULE NOTES & KEY DATES

1. **IONS Case Study**
   o We will use the IONS case study throughout the semester. The IONS case will only be distributed via email. It will NOT be available on Canvas.

2. **Extra Credit - Articles.**
   o **When are the extra credit assignments due?** Extra credit assignments will be due on the day designated in the calendar.
   o **How do I complete the assignment?** Find an article related to one of the broader themes discussed in class and prepare a summary of the article. The summary should be 1-2 paragraphs and provide a brief summary of the article and 3 lessons learned. The extra credit assignment must be typed. You can complete up to THREE extra credit article assignments.
   o **How do you submit the extra credit article assignments?** Extra credit article assignments should be emailed to the TA. Please include your name, name of the course, article title/source and date on the assignment.
   - **You can earn up to 9 points for the extra credit, which is 3 points per article.**

3. **Key Dates.**
   - Classes Begin: Wed, September 1, 2021
   - Last day to add a course: Thurs, September 9, 2021
   - Weekly emails begin during Week: Sun, September 12, 2021
   - Classes End: Mon, December 13, 2021
   - Reading Period: Tues, December 14, 2021 – Wed, December 15, 2021
   - Final Exams: Thurs, December 16, 2021 – Thurs, December 23, 2021
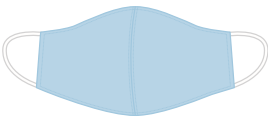
4. **Special Topics - Active Training**
   o During the semester, we will try to incorporate activities & examples from the book, **Active Training by Mel Silberman & Elaine Biech.**
   o As described in the book:

"The active approach to training involves a commitment to learning by doing. Everything we know about adult learning suggests that participants must be actively engaged during a training program for results to occur. You can tell you are in an "active" classroom because participants are out of their seats, moving about, sharing ideas and totally involved – both mentally and physically."

Page left blank intentionally

Which Face Covering is Best?

Choose your mask depending upon where and why it will be needed, as suggested below.

Mask Type		Appropriate Setting		
		Students and Employees in a Health Care Environment	Students and Employees in a Non-Health Care Environment	Hospital/Clinic Patients and Visitors
Cloth Face Covering	A commercially made or homemade two-ply cotton face covering can help people—particularly those unaware they have the virus—from transmitting it to others.		✓	✓
Surgical or Procedure Mask	A loose-fitting, disposable mask that covers the nose and mouth prevents droplets, splashes, sprays, or splatter from being spread by the person wearing one.	✓	✓	✓
Dust Mask	This loose-fitting, disposable mask covers the nose and mouth, preventing droplets from being spread by the person wearing one. Note: A dust mask is not an N95 (below).		✓	✓
Respirators (N95)	These tight-fitting, NIOSH-approved respirators are in limited supply and should be reserved for health care staff. Medical clearance, fit-testing, and training are required, per OSHA regulations.	✓ As clinically indicated		
Valved Mask	**DO NOT USE.** Valved masks allow air to pass out of the mask unfiltered. They can spread virus from the person wearing the mask to others.	✕	✕	✕

<div align="center">

Academic Integrity Contract
(To be signed and turned in at the first class)

</div>

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see http://policies.rutgers.edu/sites/policies/files/00011251.PDF for details regarding the Student Code of Conduct. Please see https://policies.rutgers.edu/sites/policies/files/10.2.13%20-%20current.pdf for details regarding the Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty. Please see http://policies.rutgers.edu/sites/policies/files/00011251.PDF for detailed descriptions of each type of action.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine 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.
- Acting to facilitate copying during an exam.
- Sharing answers through technology or in written or verbal form when such interactions are prohibited
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.
- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one's possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student's work so they may represent it as their own
- Assisting another student in cheating or plagiarizing
- Doing another student's work, excluding collaborative learning assignments or joint assignments approved by the instructor.

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

I, _____ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. Furthermore, I understand the consequences of unethical behavior.

We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Department Chair, or Dean.

Student Signature: _____ Date: _____

Student Name (Please Print): _____

Rutgers University ID: _____