Introduction to Human Resource Management
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Spring 2020, Mon/Thurs 12-1:20 p.m.
Rutgers Cinema 1

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Course Site: (Canvas): https://rutgers.instructure.com/courses/51430

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: Top Hat Class Response System
Recommended Text: Fundamentals of Human Resource Management. Noe, Hollenbeck, Gerhart, and Wright – 7th edition. ISBN: 1259852555

This course is delivered Face-to-Face in a classroom. However, 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
Exams	**300**
Simulation Activities	**150**
In-class Quizzes	**100**
Attendance/Participation	**100**
Total Points	**650**

Percentage	Points	Grade
90-100%	585-650	A
86-89.9	559-584	B+

80-85.9	520-558	B
76-79.9	494-519	C+
70-75.9	455-493	C
60-69.9	390-454	D
$\leq$59.9	$\leq$ 389	F

Examinations
There will be 3 non-cumulative exams and 1 final cumulative exam (i.e., 4 exams total). 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 only count your highest three (3) exam grades towards your final grade in this course. Thus, the final exam can be considered optional. Each exam is worth 100 points, for a total of 300 points.

Exam Procedures
1.   All exams will be in class.
2.   All exams are closed book. All of your materials must be stowed away and out of sight.
3.   You are expected to complete your exam UNAIDED. Failure to do so will result in academic integrity charges brought against you.
4.   After everyone has completed the exam, you will be able to review your responses.

There is also an optional cumulative final exam, which will be held on **(Date TBD)**. You may use this final exam grade to replace your lowest of the three prior exam grades, or you may opt out of taking this final and retain the scores on the first three exams.

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. Legitimate excuses include illness (verified with a note from a doctor), inclement weather (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when the instructor emails the class announcing that class is suspended, or other critical circumstances such as a death in the family. *Authorized makeup exams will be done during reading days at the end of the semester unless an agreement is made with the professor.* An officially cancelled exam will be held at the next scheduled class period.

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- or 4-person teams (assigned in week 2) 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 team members must register for the simulation by **January 26th**.

Once all your team members register for the simulation, you will be able to access our simulation "game" at: www.intepretive.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 **February 7th**. You will have the opportunity to revise your goals half-way through the simulation. There will be eight (8) quarters of play corresponding to weeks 5 through 14 of the semester. Simulations for a given week will be opened for competition at least two days prior to being due. Submissions will be closed at 8:00pm on the date that they are due. There will be a practice round in week 3 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 **February 3rd**, you will be playing against each other in "direct competition" mode and weekly (quarterly) decisions are final once submitted.

Point Distribution of Simulation:

The simulation as a whole will contribute 16.67% to your total grade. The 150 points will be distributed as follows:
- Goals & Strategies = 5 points
- Final Industry Ranking = 25 points
- Critical Incident reports = 60 points
- Management Yearly Audit reports = 40 points
- Peer Reviews = 20 points

Final Industry Ranking (30 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 to2-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 (40 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 March 14th and the Final Management Audit report is due April 24th. Each report is worth up to 20 points (x 2 for a total of 40 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 a 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)

In-Class Quizzes
A quiz will be given every time we meet in class. Each quiz is worth 10 points and I will only count your best 10, for a total of 100 points.

**Because I allow you to drop so many quiz grades, there will be no makeups given for the quizzes <u>for any reason</u>.

The quizzes will cover the topic we are scheduled to cover that day. The quizzes will be 5 questions, worth 2 points each. You will have 30 seconds per question and will use the Top Hat software to answer the questions.

Participation and attendance

Regularly attending class is important for you to do well on the quizzes and exams. 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 (including quiz questions) 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.

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. The in-class quiz questions will count toward your participation grade. For participation/attendance purposes, your score on the quiz won't matter. Participation will be the only factor for this portion of your grade.
3. Several of the lecture periods will include completion of a related exercise/activity. Although these exercises are not graded, 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.
4. 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 other 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

<u>COURSE-SPECIFIC LEARNING GOALS</u>
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

<u>SMLR Learning Goals</u>
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

Polling

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 22nd.**

I will also send an email invitation to your Rutgers email. However, you can register with this link and follow the instructions as well:

> M/Th – 12:00 PM class: https://app.tophat.com/e/747045
> The 6-digit join code for our course is **747045**

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.

Keep in mind that in order to participate, you will need to bring a cell phone, laptop, iPad or other tablet with you to class. You are not penalized if you do not have access to any of these devices, but please email me at ryan.greenbaum@rutgers.edu so we can figure something else out.

It is considered a serious act of academic dishonesty to respond to Top Hat questions when not physically present in the classroom. To be clear, you must be in your seat in the classroom: not on the bus, not down the hall—in the classroom, and ready to participate in the class!

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**, you can post your question on the discussion board in Canvas. If after 24 hours your question has not been addressed, then, **third**, 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.

<u>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.</u>

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

Tentative Course Schedule

The content of the course will be covered in the following sequence (**see next page**). Please note that **dates are tentative and subject to change** (some topics may take more time and others less time, depending on students' interests). **Exam dates are firm.** Weekly information (Objectives, readings, etc.) will be posted in the Canvas. **This is tentative and subject to change at my discretion:**

TOPIC	DATES M	TH	DUE
• Syllabus/Introduction		1/23	Semester begins 1/21 Enroll in Top Hat by 1/26
• What is HR? • HR Strategy	1/27	1/30	Register for simulation by 1/31
• Simulation walkthrough • Job Analysis	2/3	2/6	Introduction to the simulation practice rounds will be open 1/31 – 2/8 G&S Form Due 2/7 @ 8:00 pm
• Job Analysis/Job Design • Job Design	2/10	2/13	Quarter 1 Decision & Incident #6 (JA) must be entered and submitted by 2/14, 8:00 pm
• Legal Issues in HR	2/17	2/20	Quarter 2 Decision & Incident #1 (JD) must be entered and submitted by 2/21, 8:00 pm
• EXAM DAY • Recruitment	*2/24*	2/27	**Exam #1 – 2/24** Quarter 3 Decision & Incident #3 (SH) must be entered and submitted by 2/28, 8:00 pm
• Recruitment/Selection	3/3	3/5	Quarter 4 Decision entered and submitted by 3/6, 8:00 pm
• Selection	3/10	3/13	Year 1 Management Audit Report due 3/14, 8:00 pm
• Spring Break	*3/17*	*3/20*	Spring Break – No classes
• Performance Management	3/24	*3/27*	Quarter 5 Decision & Incident #4 (PA) must be entered and submitted by 3/28, 8:00 pm
• Performance Management • EXAM DAY	3/30	4/2	**Exam #2 – 4/2** Quarter 6 Decision & Incident #5 (EHAW) must be entered and submitted by 4/3, 8:00 pm
• Training	4/7	*4/9*	Quarter 7 Decision & Incident #6 (C) must be entered and submitted by 4/10, 8:00 pm
• Separation and Retention	4/14	4/16	Quarter 8 Decision entered and

			submitted by 4/17, 8:00 pm
• Separation and Retention • Compensation	4/20	4/23	Year 2 Management Audit Report due 4/24, 8:00 pm
• Compensation	4/27	4/30	
• EXAM DAY • Final Exam Review	5/4	5/7	**Exam #3 – 5/4** *Final exam review – 5/7*

Final Exam TBD

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/disciplinary-processes/university-code-of-student-conduct/ for details regarding the Student Code of Conduct. Please see https://policies.rutgers.edu/sites/default/files/10.2.13-current.pdf for details regarding the Rutgers University 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 https://policies.rutgers.edu/sites/default/files/10.2.13%20-%20current.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.

The recommended sanction for those who cheat on an exam or plagiarize is the reduction of one letter grade and a zero on either the assignment or exam. Some infractions may result in expulsion from the University. All infractions will be reported to the Rutgers University Office of Student Conduct.

I, _____ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University. 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, Program Director, Department Chair, or Dean.

Student Signature: _____ Date: _____

Student Name (Please Print): _____

Rutgers University ID: _____