



Introduction to HR Management: Spring, 2020

37:533:301:04

Tuesdays: 8:40 – 11:40

Room: Tillett 246

“A business is not a debating society...yet management overlooks a golden opportunity if it fails to include its workers among its consultants”

- Robert Wood Johnson, 1949

Instructor: Robert Calamai

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Office Hours:

By appointment (normally on Tuesdays after our class, or via telephone)

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 Description:

While many of the tasks associated with human resource management are centered in the HR Department, all managers have HR responsibilities. Human Resource Management (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.

This course will cover the broad range of topics associated with HR management from the perspective of the HR professional, the manager, and the employee. This course serves as the base course in both the undergraduate HRM major and minor. It will also serve to familiarize students who hope to become managers or team leaders during their careers with some of the issues they will have to deal with, such as staffing, motivating, and developing team members.

Course Objectives:

Human Resource Management (HRM) has become recognized as the key source of strategic competitive advantage for organizations. HRM is a core component of the effectiveness of any organization or business unit because it influences the availability and productivity of talent in the organization. How does HRM do this? We will explore many of those factors in this class.

Although many of the functions and tasks associated with human resources are associated with HR departments, all managers and executive leaders have responsibilities that involve some aspect of HR. Thus, understanding HR will make you more personally capable, both as an employee and as a manager.

The objective of this course is to help students gain a solid understanding of the key HR functions, roles, and challenges. You will get a thorough exposure to the HR perspectives in organizational issues. You will also experience the challenges of HR management through case studies.

Class Material:

Required Text: D. Lepak & M. Gowan (2019). *Human Resource Management: Managing Employees for Competitive Advantage, 4th Edition*. Chicago Business Press

Case studies and exercises: Short case studies and exercises will be distributed and discussed during the semester. Exercises will be collected and count as part of the class participation grade.

Articles: Selected articles will be posted as discussion forums (see class participation section). In addition, selected articles will be assigned and Poll Everywhere questions will be asked in class concerning the major points. (This is also discussed further in the class participation section).

The PowerPoint slides for most of the content, syllabus and other relevant course material will be posted on the course's Canvas website: <https://canvas.rutgers.edu/> (use your ID and password to access our course).

The Canvas course management system will be used as the primary tool to administer this course, including any email updates from the instructor. This will be discussed in greater detail during the first class session. Since Canvas is directly linked to the Rutgers email system, it is imperative you frequently check your email. The majority of my power point slides (including those associated with the text chapters) will be posted on Canvas.

Course Policies:

Attendance at every class is required. To make the most out of each session and the course experience as a whole, it is essential that you read the assigned material, listen attentively to others, and share your thoughts and insights. If you do miss a class, it is your responsibility to contact another class member to get any material you missed, including schedule changes. Attendance will be monitored through Poll Everywhere. Absences for illness, religious holidays and other events recognized by SAS will be excused. If you know you are missing a class, please email me in advance. While I appreciate the notification, the "Rutgers Self-Reporting Absence" email that can be sent does not constitute an acceptable excuse. If you know you are going to miss a class because of a religious holiday I would appreciate an email prior to the holiday. Even excused absences are not valid reasons for work not to be done. An examination grade of "0" will be assigned to any student who is absent without an excused absence as defined above.

Classroom etiquette:

- Be prepared for every class
- Arrive on time, and do not leave early
- Be respectful when someone else is speaking
- Not permitted in class: cell phone use, texting, using laptops for any purpose other than note taking, or use of any other electronic device (except when responding to Poll Everywhere questions)

Any violation of the above etiquette items will result in a reduction of your participation grade noted below.

Academic Integrity:

Violations of academic integrity are not tolerated in this course or in any other course taken at Rutgers. Academic dishonesty has serious consequences. An academic integrity contract is attached to this syllabus, and includes links to the Rutgers policies related to academic integrity. **Students must submit a signed copy of the contract before the second class they attend. Assignments and exams submitted before the integrity contract is handed in will not be graded.**

Students with Disabilities / Accommodations:

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/>.

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>

Grading:

Your course grade will be determined as follows:

Course Component	Raw Points Possible
Exam 1	100
Exam 2	100
Exam 3	100
Participation/Attendance:	50
Note: the three types of participation (discussed below) will be weighted equally	
Total:	350

Percentage	Total Raw Points	RU letter grade
90-100%	315-350	A
85-89.9%	298-314	B+
80-84.9%	280-297	B
75-79.9%	263-279	C+
70-74.9%	245-262	C
60-69.9	210-244	D
<60	<210	F

Course Components:

Examinations:

Three exams will cover all course material, including lectures, discussions, exercises, case studies, forums, and textbook material. Each exam will cover approximately one-third of the course material. The exams will be non-cumulative, and specific dates are noted on the class schedule. Exams will be closed-book, closed-notes, closed-laptop, etc. An examination grade of “0” will be assigned to any student who is absent on exam day and misses an exam without a legitimate excuse (see course policies above).

In the event that an individual must make up an exam because they were unable to attend the regularly-schedule exam administration, a makeup exam will be administered no later than 5 days following the date the exam was given. Students will have the same amount of time to complete a makeup exam.

Important note: Our last examination (Exam 3) will be held during the final exam time period (see class schedule in this syllabus). The final exams will be held from May 7-13, 2020. Please keep this mind as you schedule end-of-semester travel, vacation, etc.

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

Participation:

Your participation grade will be determined based on three types of class participation:

- 1) Traditional in-class participation (includes short written exercises submitted in class)
- 2) Participation in the Discussion Forums on Canvas
- 3) Poll Everywhere questions (in class) during the semester

Details on the above items:

- 1) **Traditional class participation:** Your class participation grade consists of your regular and insightful feedback during classroom discussions and may include small group exercises. To be an active and valuable classroom citizen and participant, you must come to class having carefully read ALL assigned materials. This careful attention to the readings will inform your comments during class, and will help to facilitate insightful class discussions and maximum learning for all. Will we also complete several exercises in class which will be discussed and then collected – your participation in these exercises will be counted as part of your class participation grade. If you miss a class, you should contact another student and make sure you obtain any class material (i.e. exercises or short case studies) that were distributed in class.
- 2) Another component of your participation grade will be several **Discussion Forum** postings we discuss online using Canvas. The specific postings and due dates will be communicated during the semester. I will not accept any input after the assigned due date and time. I will post the initial “issue” or “question” on these forums (often using

a short article to stimulate your thinking), and expect you to thoughtfully participate in the discussion with your classmates. You will find that this sharing of insights and observations about key HR issues will help you learn some of the important aspects of this course.

3) **Poll Everywhere:** Throughout the semester, I will take attendance and give short quizzes via the Poll Everywhere website. You can respond to the poll questions in three different ways, (1) via the Poll Everywhere mobile app, (2) via web browser (polleverywhere.com) on your mobile phone, tablet, or laptop, and 3) via text message sent from a mobile phone. **It is considered a serious act of academic dishonesty to respond to Poll Everywhere questions when not physically present in the classroom.**

Your responses to the quizzes will be graded, and your responses to the attendance poll questions do influence your overall participation grade. **In order for your responses to be recorded and for you to receive credit, you will need to register with the Poll Everywhere website prior to our second class session. If you have not already registered, go to this link:**

<https://PolleEv.com/robertcalamai/register>

Please do this no later than 8:40 am on Tuesday, 1/28/19

If you have already registered for Poll Everywhere, you should be able to access the poll question by clicking on this link: www.pollev.com/robertcalamai

Please remember that to participate in the quizzes and receive credit you will need to bring your mobile phone, tablet or laptop with you to class. If you do not have access to any of these electronic devices, please email me at rtc58@rutgers.edu for an alternative option.

You may check your own responses to confirm submission by logging in to the Poll Everywhere website (www.polleverywhere.com) and clicking on My Response History. I encourage you to keep track of your responses so that issues don't arise too late in the semester.

Changes to the syllabus:

This syllabus is the plan for the course; however, it is subject to modification during any time during the semester. Such changes will be announced in class and the revisions will be posted on Canvas.

Cancellation of Classes or Change of Classroom Location:

Any notice regarding either a cancellation of class or a change of classroom location will be communicated to students via email or through Canvas. Any signage that is placed outside of a classroom door is not valid and should be ignored. Individuals authorized to contact students regarding cancellation and change of venue are: Professor/Instructors, Teacher's Aides, HRM UG Student Counselor, HRM UG Program Director, HRM Department Chair, or the SMLR Dean's Office.

Class Schedule – Spring, 2020

DATE	Class Session	Text Chapter	Assignment / Topics
Tuesday, 1/21	1	Ch.1	Introduction / External Environment Managing Employees for Competitive Advantage
Tuesday, 1/28	2	Ch.2 Ch.3	Org Demands and Environmental Influences Regulatory Issues
Tuesday, 2/4	3	Ch.4	Job Design and Job Analysis
Tuesday, 2/11	4	Ch.5	Workforce Planning
Tuesday, 2/18	5	Ch.6	Exam 1 Recruitment
Tuesday, 2/25	6	Ch.6 Ch.7	Recruitment (continued) Selection
Tuesday, 3/3	7	Ch.8	Learning and Development
Tuesday, 3/10	8	Ch.9	Performance Management
Tuesday, 3/17	XXX	XXX	No classes – Spring Break
Tuesday, 3/24	9	Ch.10	Compensation
Tuesday, 3/31	10	Ch.11	Exam 2 Incentives and Rewards
Tuesday, 4/7	11	Ch.11	Incentives and Rewards (continued)
Tuesday, 4/14	12	Ch.12	Benefits and Safety
Tuesday, 4/21	13	Ch.13	Employee and Labor Relations
Tuesday, 4/28	14	Ch.14 (Pages 537-553)	HR Systems / Metrics
Tuesday, 5/5	No class – RU Reading Day		
TBD	EXAM 3 (during final exam period – May 7 – May 13). Please refer to the following university schedule – this will be updated during the semester: https://finalexams.rutgers.edu/		

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

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-current.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: _____