

**Introduction to Human Resource Management**  
**37:533:301:B2, index 01703**  
**Summer 2023, Online**

**Instructor:** Ryan Greenbaum  
**Office:** 217C Janice H. Levin Bldg.  
**Office Hours:** Virtual Hours - TBD  
**E-mail:** [ryan.greenbaum@rutgers.edu](mailto:ryan.greenbaum@rutgers.edu)  
**Phone:** (848) 445-4528  
**Course Site:** (Canvas): <https://rutgers.instructure.com/courses/234489>

### Course Overview

This course will introduce and overview the major topics in Human Resource Management (HRM). HRM is a fundamental component of the competitiveness, effectiveness, and sustainability of any organization, as it influences who is hired, how they are trained, evaluated, compensated, and what steps are taken to retain them. In turn, HRM plays a critical role in predicting employees' behavior, attitudes, and performance. In other words, if an organization wants good people, it must practice good HRM.

### Class Materials

**Required Resource:** Interpretive Simulation – Interpretive.com

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

This course is delivered asynchronously in an online format. 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	<b>400</b>
Simulation Activities	<b>110</b>
Lecture Videos	<b><u>140</u></b>
<b>Total Points</b>	<b>650</b>

Percentage	Points	Grade
90-100%	585 - 650	A
87-89.9	565.5 - 584.99	B+
80-86.9	520 – 565.49	B
77-79.9	500.5 - 519.99	C+
70-76.9	455 – 500.49	C
60-69.9	390 – 454.99	D
≤59.9	≤ 389.99	F

### Examinations

There will be 3 non-cumulative exams. You are responsible for ALL assigned readings scheduled before the exam, my lecture notes, handouts, and any other course material (e.g., articles, guest lecturers, videos, class activities). Please note that I will not be dropping any exam grades. However, your highest exam grade will count double towards your final grade in this course. *Each exam is worth 100 points, with your highest score counting twice, for a possible total of 400 points.*

### Exam Procedures

1. All exams will be done through Canvas online. You will have a 48-hour window for exams 1 and 2. Exam 3 will only be available for 24 hours due to the end of the semester.
2. All exams are open book.
3. You are expected to complete your exam without the assistance of any other person. Failure to do so will result in academic integrity charges brought against you.
4. Upon completion, you may review your exam with me during virtual office hours.

**Make-up policy:** The dates of the three exams are noted on the course agenda. An exam grade of zero (0) will be assigned to any student who is absent without a legitimate excuse on the date of a regularly scheduled test. 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-person teams (assigned in week 1) for this semester-long project. The HRM Simulation will require you to work as a team to develop goals and strategies, manage a budget and make a series of HR decisions throughout the semester, and hand in a final report upon completion of the simulation. ***All team members must register for the simulation by June 1<sup>st</sup>.***

Once all your team members register for the simulation, you will be able to access our simulation “game” at: [www.interpretive.com](http://www.interpretive.com). Before beginning the simulation, your team is required to identify four goals and develop related strategies for achieving these four goals (using the “Goals and Strategies” form available as a PDF from the Simulation website). You must submit your completed “Goals and Strategies” document into Canvas by **June 4<sup>th</sup>**. There will be four (4) quarters of play corresponding to weeks 2 through 5 of the semester. Simulations for a given week will be opened for competition for a full week prior to being due. Submissions will be closed at 11:59 pm EDT on the date that they are due. There will be a practice round in which you can play and replay as many times as you wish in “benchmark” mode (i.e., against the computer). **When play officially begins on June 5<sup>th</sup>**, 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 17% to your total grade. The 110 points will be distributed as follows:

- Goals & Strategies = 25 points
- Final Industry Ranking = 15 points
- Management Yearly Audit report = 60 points
- Peer Evaluation = 10 points

**Goals & Strategies (25 points):** Before the simulation begins, you and your group members will create a plan for how you will make decisions for your company. This will include a breakdown of the current situation within the organization, creating SMART goals that you will work toward within the simulation, and the strategies that you will use (within the simulation) to achieve these goals. There is a PDF in the Canvas assignments that will help you to organize these components.

**Final Industry Ranking (15 points):** Upon completion of 4 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 15 points; teams that are ranked in the middle third will be awarded 10 points; and teams in the bottom third will be awarded 5 points.**

**Management Audit Report (60 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 Thursday, July 6<sup>th</sup>.

**Peer Reviews (10 points):** Along with the submission of your yearly audit reports, you will also submit an individual evaluation of your team members. If you fail to submit a peer review, you will receive zero (0) points, regardless of how your team members evaluated you. *Free riders are not permitted, and each team is free to identify team members that are not contributing to the simulation. Those individuals will not receive credit for the team's work!* Peer evaluation surveys will be available beginning July 2<sup>nd</sup> and will be due Thursday, July 6<sup>th</sup>.

### **Lecture Videos**

A set of questions is embedded into each of the lecture videos. You will have until Sunday at 11:59 pm EDT to complete the video lectures on the assigned topics for each week. Each question will be worth 2 points. You will have two attempts on each lecture video. Your highest score will count toward your grade. Any lecture videos completed after the due date will incur a 50% penalty and will only be available for 1 week after the assigned due date. Lectures due during the final week will not be allowed any late submissions due to time constraints.

### **Extra Credit**

There may be opportunities throughout the semester. If so, I will make sure you are aware of them. ***Don't count on extra credit to save your grade.***

### **Learning Goals Met by This Course**

### **COURSE-SPECIFIC LEARNING GOALS**

Upon completion of this course, students should be able to demonstrate:

1. The fundamentals of HR functional capabilities used to select, develop, and motivate workers
2. The context and challenges of HRM and its role as a strategic function and set of practices within organizations.
3. How to calculate the value of HR practices to the organization (e.g., turnover costs, training programs, and compensation and benefits packages)
4. Analyze contemporary global issues from a multidisciplinary perspective

### **SMLR Learning Goals**

#### **Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions**

1. Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work
2. Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional 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 (LSER)
5. Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

#### **Application – Demonstrate an understanding of how to apply knowledge necessary for effective performance**

1. Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
2. Understand the legal, regulatory and ethical issues related to their field
3. Develop human resource management functional capabilities used to select, motivate, and develop workers
4. Understand the internal and external alignment and measurement of human resource practices

### **Chain of Inquiry**

If you have any *course-related* questions during the semester (e.g., general questions about assignments, grading policies, exams, due dates): **First**, check the syllabus. **Second**, send me an email. Be sure to include the topic of your question in the subject line of the email. If needed, we can set up a Zoom meeting to discuss issues in further depth.

### **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. 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.

*Special Note.* The due dates provided below are based on Eastern Daylight Time (United States). If you are living in a different time zone, please note all assignments are due by 11:59 pm (EDT) on the proposed dates. If needed, please use the following time zone converter to adjust your schedules accordingly: <http://www.timeanddate.com/worldclock/converter.html>.

### **EXAM DUE DATES:**

- Exam I – can be taken *either* June 10<sup>th</sup> or June 11<sup>th</sup>.
- Exam II – can be taken *either* June 24<sup>th</sup> or June 25<sup>th</sup>.
- Exam III – must be taken July 7<sup>th</sup>.

### **Week of May 30 – June 4 (Week 1)**

- Topics covered:
  - Syllabus
  - Simulation Basics
  - What is HR?
  - HR Strategy
- Complete lecture videos and questions by Sunday, June 4
- Simulation:
  - Enroll in simulation before June 1
  - Practice round will be available until June 4
  - Goals & Strategies assignment due Sunday, June 4

### **Week of June 5 – June 11 (Week 2)**

- Topics covered:
  - Job Analysis
  - Job Design
- Complete lecture videos and questions by Sunday, June 11
- Simulation:
  - Q1 begins on June 5
  - Q1 decisions must be entered before Sunday June 11
- **Exam 1 must be taken on Saturday, June 10 or Sunday, June 11 and will cover the following:**
  - What is HR
  - HR Strategy
  - Job Analysis
  - Job Design
  - Simulation case and basic information
  - All assigned articles

### **Week of June 12 – June 18 (Week 3)**

- Topics covered:
  - Planning
  - Recruiting
  - Selection - Quality
- Complete lecture videos and questions by Sunday, June 18
- Simulation:
  - Q2 decisions must be entered before Sunday, June 18

#### **Week of June 19 – June 25 (Week 4)**

- Topics covered:
  - Selection – Measures
  - Legal Issues
- Complete lecture videos and questions by Sunday, June 25
- Simulation:
  - Q3 decisions must be entered before Sunday, June 25
- **Exam 2 must be taken on Saturday, June 24 or Sunday, June 25 and will cover the following:**
  - Planning
  - Recruiting
  - Selection – Quality
  - Selection – Measures
  - Legal Issues
  - All assigned articles

#### **Week of June 26 – July 2 (Week 5)**

- Topics covered:
  - Training
  - Performance Management
  - Separation
- Complete lecture videos and questions by Sunday, July 2
- Simulation:
  - Q4 decisions must be entered before Sunday, July 2

#### **Week of July 3 – July 7 (Week 6) \*Friday, July 7 is the final day of the summer session**

- Topics covered:
  - Retention
  - Compensation
- Complete lecture videos and questions by Friday, July 7
- Simulation:
  - Yearly Audit Report due by Friday, July 7
- **Exam 3 must be taken on Friday, July 7 and will cover the following:**
  - Training
  - Performance Management
  - Separation
  - Retention
  - Compensation
  - All assigned articles