# Introduction to Human Resource Management
## 37:533:301:02; Index 18202
## Fall 2023, In-person

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## 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 (~$60 charge)
Top Hat Class Response System (free of charge)
**Recommended Text (not required):** 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, submit 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.

## Health & Safety Concerns
In order to protect the health and well-being of all members of the University community, masks must be worn by all persons on campus when in the presence of others (within six feet) and in buildings in non-private enclosed settings (e.g., common workspaces, workstations, meeting rooms, classrooms, etc.).

https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/about-face-coverings.html

Each day before you arrive on campus or leave your residence hall, you must complete the brief survey on the My Campus Pass symptom checker self-screening app.

## Grading and Course Requirements

| Activity | Points |
|---|---|
| Exams | 400 |
| Simulation Activities | 200 |
| Attendance/Participation | 100 |
| Lecture Quizzes | 50 |
| **Total Points** | **750** |

| Percentage | Points | Grade |
|---|---|---|
| 90-100% | 675-750 | A |
| 87-89.9 | 652-674 | B+ |
| 80-85.9 | 600-651 | B |
| 77-79.9 | 577-599 | C+ |
| 70-75.9 | 525-576 | C |
| 60-69.9 | 450-524 | D |
| <59.9 | < 449 | 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 in class through Canvas quizzes. Once the access code has been entered, you will have 80 minutes to complete the exam.
2. All exams are open book. You are allowed to use your notes and class materials during the exam. You are NOT allowed to use any help from other people or students. This will result in academic integrity charges brought against you.
3. Once the entire class has completed the exam, 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. If I determine that a student should be allowed a make-up for a non-excused reason, there will be an automatic 20% penalty taken from the exam score.

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 students must register for the simulation by September 16th.***

Once all your team members register for the simulation, you will be able to access our simulation "game" at: 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 **September 24**. There will be eight (8) quarters of play corresponding to weeks 4 through 12 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 8 pm ET 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 Sept. 25**, you will be playing against each other in "direct competition" mode and weekly (quarterly) decisions are final once submitted.

**Point Distribution of Simulation:**

The 200 points will be distributed as follows:
- Goals & Strategies = 15 points
- Final Industry Ranking = 25 points
- Critical Incident reports = 60 points
- Management Yearly Audit reports = 80 points
- Peer Reviews = 20 points

*Final Industry Ranking (25 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 Papers (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 to 2-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 (80 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. Each report is worth up to 40 points (x 2 for a total of 80 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 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. It is up to you, as a student and team member, to provide proof of your contributions to the group. 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)

**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**

**<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


**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 an email to the course TA at GreenbaumGA@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 Canvas. 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. 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 Canvas.

| TOPIC | DATES Wednesday | DUE |
|---|---|---|
| • Syllabus/Introduction<br>• What is HR? | 9/6 | Semester begins 9/5 |
| • Simulation walkthrough<br>• HR Strategy | 9/13 | Register for simulation by 9/15<br>Practice rounds will be open 9/15 – 9/23 |
| • Job Analysis | 9/20 | Goals & Strategies must be submitted by 9/23 |
| • Job Design | 9/27 | Quarter 1 Decisions & Incident Paper #1 must be entered and submitted by 10/1 |
| • EXAM DAY | 10/4 | **Exam #1 – 10/4**<br>Quarter 2 Decisions & Incident Paper #2 must be entered and submitted by 10/8 |
| • Planning | 10/11 | Quarter 3 Decisions & Incident Paper #3 must be entered and submitted by 10/15 |
| • Recruitment | 10/18 | Quarter 4 Decisions entered and submitted by 10/24 |
| • Selection - Qualities | 10/25 | **Year 1 Management Audit Report & Peer Evaluations due 10/31, 8:00 pm** |
| • Selection - Measures | 11/1 | Quarter 5 Decisions & Incident Paper #4 must be entered and submitted by 11/5 |
| • Legal Issues | 11/8 | Quarter 6 Decisions & Incident Paper #5 must be entered and submitted by 11/12 |
| • EXAM DAY<br>• Performance Management | 11/15 | **Exam #2 – 11/15**<br>Quarter 7 Decisions & Incident Paper #6 must be entered and submitted by 11/19 |
| • Thanksgiving Break | 11/22 | ***Thanksgiving – No Class!***<br>Quarter 8 Decisions entered and submitted by 11/27 |
| • Performance Management<br>• Training | 11/29 | **Year 2 Management Audit Report & Peer Evaluations due 12/3** |
| • Separation<br>• Retention | 12/6 | |
| • Retention<br>• Compensation | 12/13 | ***All grade discrepancies or issues must be resolved by end of day 12/15*** |
| • Final Exam | | **Exam #3 – Tuesday 12/19 @ 9:00 am** |