

# Introduction to Human Resource Management

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Fall 2023- Tuesdays: 5:40-8:40

**Instructor:** Peter Pitucco  
**Location:** Murray Hall- Room 212  
**Office Hours:** By Appointment- Before/After Class or Virtually as arranged  
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**Course Site:** (Canvas): <https://rutgers.instructure.com/courses/251906>

## 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

- 1. Required Resource: Top Hat Pro Class Response System (\$20.00 Subscription Fee)**
- 2. Required Text: Human Resource Management with Pearson My Lab.  
Gary Dessler – 16th edition. ISBN: 9780135226803**
- 3. It is highly recommended that you bring a fully charged Laptop to every class.**

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, communicate 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 (Points may be adjusted as the semester progresses.)

<b>Activity</b>	<b>Points</b>
Exams (3) (Highest Score counts 2x)	400
Mini Sims (6- 10 Points each)	60
Mini Case Study's (5- 10 Points each)	50
Comprehensive Cases (2- 50 points each)	100
Personal Inventory Assessments (5- 10 Points each for completion and discussion only)	50
Lecture Quizzes (12- 5 Points each)	60
Attendance/Participation	100
<b>Total Possible Points</b>	<b>820</b>

Percentage	Grade
90-100%	A
86-89.9	B+
80-85.9	B
76-79.9	C+
70-75.9	C
60-69.9	D
<59.9	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 in class. They may be via Canvas or Hard Copy. Details will be provided before each exam.
2. All exams are closed book. All of your materials must be stowed away and out of site.
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 and you receive your grade you may schedule a time to discuss it, if needed.

**Make-up policy:** The dates of the three exams are noted on the course syllabus. 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, 732-445-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>

### **Study Plan Tool**

Within My Lab you will find a study tool to help you master the concepts associated with specific Learning Objectives you will encounter in your quizzes and exams. By working with the Study Plan, you can test your knowledge before, during, or after reading the assigned chapter. If you achieve mastery on any one objective you can move on to those that require additional consideration. Your objective is to achieve "mastery" on concepts related to Specific Learning Objectives.

### **Mini Simulation Activities (Mini Sims)**

This semester, you will be required to complete multiple Mini Sims for homework, which are an assignment found in the My Lab. When working on a Mini Sim, you will be given a business situation or challenge and asked to make a series of decisions. As in any business situation, there are multiple approaches you can take, though there will always be the “best” choice, an “ok” choice, and a “not the best” choice. To provide you with an authentic, real-world business experience, the Mini Sims were

designed with multiple decision choices that lead you down different scenario paths. You will be given specific feedback about the decision you made after each choice. You will also receive a score at the end of each Mini Sim based on your performance across all of the decision points.

Some Mini Sims are more difficult than others, and require some working knowledge of the subject matter before diving in. Make sure you read the chapter content prior to beginning the Mini Sim.

- Remember, there is an About this Simulation info box that walks through the details of the Mini Sim that you can reference at any time from within the sim.
- Remember to read the introductory slides to each simulation in order to gain a sense of understanding, as each scenario is different.
- Complete the Mini Sim after reviewing all relevant chapter material or learning the content through lectures.
- Please understand that there are best choices, ok choices and not the best choices, just like in the business world. You will perform best on the Mini Sim by reading each goal and question carefully and taking the time needed to get the correct answers. The simulation is based on theory and concepts and is not driven by personal opinion.
- Explanation of Grading:
  - Decisions made within the simulation earn students' points. The number of points possible depends on which path the student chooses throughout the simulation. The percentage score they earn from the simulation equals the percentage of assignment points that will be recorded in the grade book.
  - Within the simulation, each decision has a point value of 5 points (best choice), 3 points (an ok choice), 1 point (not the best choice) or 0 points (incorrect--usually for quantitative or ethically based questions), based on the level of correctness of each decision made by the student.
  - Each decision point contributes to the percentage that has been designated by the instructor as the assignment's worth. The number of points the student receives for each decision (0 to 5 points), is reflected on the final results page.
    - Keep in mind that the maximum number of points for each decision does not equal 100 points, but instead, is only reflective of the level of correctness for each decision. It is important to remember that the maximum number of 'in-simulation' points (5 points for each decision) will not add up to 100 points total.
    - For example, if a student selects all of the best choices for each decision, he or she will receive all possible points for that simulation, resulting in the student achieving 100% of the assignment points to be recorded in the grade book.

### **Mini Case Study's**

For a given case, there are five questions, each worth 2 points each, which may include multiple choice, true/false, or fill in the blank. Upon completion of the closed-ended questions, the Case Study Library will update your grade in the gradebook. Ensure you read the case thoroughly as you will be expected to participate in a class discussion and/or group activity in class pertaining to the case.

### **Comprehensive Written Case Analysis**

Students will prepare a written case analysis of two (2) cases. Case analyses must be limited to answering the questions posed in the case and should not exceed five (5) typewritten, double-spaced pages. Detailed instructions will be posted on Canvas for each case. The due dates are listed in this syllabus and on Canvas.

## **Personal Inventory Assessments (PIA)**

Personal Inventory Assessments will enable you to participate in self-reflection surveys that have implications in the business disciplines of human resources management, organizational behavior, and management. These assessments were designed to get you involved with the topics and learning objectives outlined in this syllabus by learning more about yourselves as well as learning more about others.

Each assessment offers you a brief description of its purpose, the source of the adaptation, brief survey questions, a graphical depiction of your results, and a detailed explanation of your results. You will complete the PIA's at home. Once completed, we will discuss the PIA in class, including theories and frameworks it was based upon, the competency (or competencies) outlined in each assessment, the implications the results have upon your discipline of study, and how your increased self-awareness and understanding of others can impact your overall ability to be a better organizational contributor, manager, and/or leader.

## **In-Class Quizzes**

Each quiz will be 5 questions, 1 Point each. The quizzes will cover the topic we are scheduled to cover that day and any material previously covered, therefore it is important that you read each chapter prior to each class. These will be given as indicated on this syllabus throughout the semester. You **MUST** be present in class to take the quizzes. There are no make-up quizzes.

## **Participation and Attendance/Polling**

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 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 variety 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. Several of the lecture periods will include completion of a related exercise/activity. Although most of 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.
3. I value the diversity that students bring to the classroom. Students come from a variety of backgrounds and a wide range of knowledge, motivation, and interests. I really appreciate and enjoy hearing your viewpoints!

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 Monday, September 4, 2023.**

There is a Top Hat link in our Canvas class site. For instructions on how to create a Top Hat account and enroll in our Top Hat Pro course, please refer to the invitation sent to your school email address. In Canvas, you must click on the Top Hat link at least once to establish your email connection between Top Hat and Canvas. This ensures you stay on the student roster in Top Hat and your grades can be seamlessly transferred to Canvas without an issue. Once you have clicked on the Top Hat link in Canvas at least once, anytime thereafter, you can access the course either way: by our course URL or continue clicking on the link in Canvas.

If you already have a Top Hat account, clicking the link in Canvas will take you directly to the course. If you don't have a Top Hat account yet:

- Go to <https://app.tophat.com/register/student>
- Enter Join Code: 868102

If a paid subscription is required, it will be listed at checkout when you enroll in our Top Hat Pro course.

Should you require assistance with Top Hat at any time please contact their Support Team directly by way of email ([support@tophat.com](mailto:support@tophat.com)), the in-app support button, or by calling 1-888-663-5491. Specific user information may be required by their technical support team when troubleshooting issues.

It should take less than 5 minutes.

Keep in mind that in order to participate, you will need to bring a cell phone, laptop, iPad, or another tablet with you to class. **A Laptop or Tablet is strongly recommended.** You are not penalized if you do not have access to any of these devices, but please email me at [peter.pitucco@rutgers.edu](mailto:peter.pitucco@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 a seat in the classroom: not on the bus, not down the hall- in the classroom, and ready to participate in the class!

### **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 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 me. Be sure to include the topic of your question in the subject line of the email.

**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.**

### **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: <https://academicintegrity.rutgers.edu>

All students registered for this course must electronically sign an Academic Integrity Contract via Canvas (refer to the last two pages of this syllabus for a copy). 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 and to make requests for accommodations: <https://ods.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>

**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 on Canvas. Again, this is tentative and subject to change at my discretion or based on circumstances.

<b>Week/Date</b>	<b>Topic/In-Class Activities (Not all-inclusive)</b>	<b>Readings/ Assignments Due by 5:00 p.m.</b>
<b>Week 1: 9/5/23</b>	<ul style="list-style-type: none"> <li>• Syllabus/My Lab/Canvas/Mini Sims/Top Hat</li> <li>• Poster Board Group Activity</li> <li>• Introduction to Human Resource Management</li> <li>• Chapter 1 Quiz Completed in Groups (No need to review/study for this prior to class.)</li> </ul>	N/A
<b>Week 2: 9/12/23</b>	<ul style="list-style-type: none"> <li>• Equal Opportunity and the Law</li> <li>• PIA Group Activity</li> <li>• Mini Case Study: Typhoon Games is a Dangerous Climate for Women (In Groups)</li> <li>• Chapter 2 Quiz</li> </ul>	*Read Ch. 2 *PIA- Personal Assessment of Management Skills * Mini Sim: HR Management
<b>Week 3: 9/19/23</b>	<ul style="list-style-type: none"> <li>• HR Strategy &amp; Performance</li> <li>• Review D. O'Brien Case Study (Group Activity)</li> <li>• Chapter 3 Quiz</li> </ul>	*Read Ch. 3 *Mini Case Study: Diversity at D. O'Brien Manufacturing *Mini Sim: HR & Diversity
<b>Week 4: 9/26/23</b>	<ul style="list-style-type: none"> <li>• Job Analysis &amp; Talent Management</li> <li>• PIA Group Activity</li> <li>• Chapter 4 Quiz</li> </ul>	*Read Ch. 4 *PIA- Effective Empowerment & Engagement * Mini Sim: Strategic Management
<b>Week 5: 10/3/23</b>	<ul style="list-style-type: none"> <li>• Personnel Planning &amp; Recruiting</li> <li>• Review Amped Case Study</li> <li>• Chapter 5 Quiz</li> <li>• Review for Exam #1</li> </ul>	*Read Ch. 5 *Mini Case Study: Should Amped Communications Hire Remote Workers?

Week 6: 10/10/23	<ul style="list-style-type: none"> <li>• Exam #1 (Ch. 1-5)</li> <li>• Employee Testing and Selection</li> </ul>	<p>*Study-Exam #1 (Ch. 1-5) *Read Ch. 6</p>
Week 7: 10/17/23	<ul style="list-style-type: none"> <li>• Finish Employee Testing &amp; Selection from Week 6, if needed.</li> <li>• PIA Group Activity</li> <li>• Interviewing Candidates</li> <li>• Chapter 7 Quiz</li> </ul>	<p>*Read Ch. 7 *Mini Sim: Individual Behavior *PIA- Are you a Type A Personality</p>
Week 8: 10/24/23	<ul style="list-style-type: none"> <li>• Training and Developing Employees</li> <li>• Review Insurance for You Case Study</li> <li>• Chapter 8 Quiz</li> </ul>	<p>*Read Ch. 8 *Mini Case Study: Insurance for You Needs Future Leaders and Salespeople</p>
10/30/23	<ul style="list-style-type: none"> <li>• Angelo's Pizza Comprehensive Case Analysis due by 9:00 p.m. via Canvas</li> </ul>	
Week 9: 10/31/23	<ul style="list-style-type: none"> <li>• Performance Management and Appraisal</li> <li>• Chapter 9 Quiz</li> </ul>	<p>*Read Ch. 9 *Mini Sim: Change</p>
Week 10: 11/7/23	<ul style="list-style-type: none"> <li>• Managing Careers and Retention</li> <li>• PIA Group Activity</li> <li>• Chapter 10 Quiz</li> <li>• Review for Exam #2</li> </ul>	<p>*Read Ch. 10 *PIA-Leadership Style Inventory</p>
Week 11: 11/14/23	<ul style="list-style-type: none"> <li>• Exam #2 (Ch. 6-10)</li> <li>• Establishing Strategic Pay Plans</li> </ul>	<p>*Study-Exam #2 (Ch. 6-10) *Read Ch. 11</p>
11/21/23	<ul style="list-style-type: none"> <li>• <b>NO CLASS- THANKSGIVING RECESS</b></li> </ul>	
Week 12: 11/28/23	<ul style="list-style-type: none"> <li>• Finish Establishing Strategic Pay Plans from Week 11, if needed.</li> <li>• PIA Group Activity</li> <li>• Pay for Performance &amp; Financial Incentives</li> <li>• Chapter 12 Quiz</li> </ul>	<p>*Read Ch. 12 *PIA- Stress Management *Mini Sim: Motivation</p>
Week 13: 12/5/23	<ul style="list-style-type: none"> <li>• Benefits and Services</li> <li>• Review Telecommuting Case Study</li> <li>• Chapter 13 Quiz</li> </ul>	<p>*Read Ch. 13 *Mini Case Study: Telecommuting at Fortune Financial Services</p>
12/11/23	<ul style="list-style-type: none"> <li>• Bandag Automotive Comprehensive Case Analysis due by 9:00 p.m. via Canvas</li> </ul>	
Week 14: 12/12/23	<ul style="list-style-type: none"> <li>• Building Positive Employee Relations</li> <li>• Chapter 14 Quiz</li> <li>• Review for Exam #3</li> </ul>	<p>*Read Ch. 14</p>
12/19/23- 8:00 p.m.	<ul style="list-style-type: none"> <li>• Exam #3 (Ch. 11-14)</li> </ul>	

## *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://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf> for details regarding the Student Code of Conduct. Please see [http://academicintegrity.rutgers.edu/files/documents/AI\\_Policy\\_9\\_01\\_2011.pdf](http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.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/PDF/Section10/10.2.11-current.pdf> (pp. 24-28) 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.
- Responding to Polling questions when not physically present in the classroom.
- 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: \_\_\_\_\_