

Instructor Information

Dr. Rita Palrecha

rita.palrecha@rutgers.edu

Course Description & Objectives

Many managers and organizations recognize that a critical source of competitive advantage often comes not from having the most ingenious product design, the best marketing strategy, or the most state of the art production technology, but rather from having an effective system for obtaining, mobilizing, and managing the organization's human assets. A number of recent developments, including demographic changes in the labor force, the rapid pace of technological change, increased global competition, experiments with new organizational arrangements, and public policy attention to work force issues, are making human resource management topics increasingly important for all managers in organizations. Although many organizations recognize the importance of managing the work force effectively and even "know" what approaches are effective, it is remarkable how often firms and managers fail to implement these approaches (Burton and Osterman, 2003).

This course is designed to introduce undergraduate students to theories, research, and practice in managing human resources in business organizations. HRM 365 is a survey course rather than an in-depth, critical review of the field of human resource management (HRM). We will cover major HRM issues in the following areas: Strategic HRM & planning, retention, staffing, training & talent management, compensation, employee relations, and union - management relations. Upon completion of this course, students should be able to (a) assess whether a business organization has an effective HRM strategy; (b) assess the effectiveness of a business organization's HRM systems in the changing context; (c) assess the implications of diversity and globalization for HRM; and (d) understand how HRM influences a business organization's competitiveness.

The course topics are covered by lecture notes via powerpoint slides, assigned readings, online discussions, HR news discussions, quizzes, and online simulation project. The simulation is an integral part of this course. More information about the online simulation project can be found at <http://www.interpretive.com/business-simulations/hrmanagement/>

Required Text and Material:

Mathis & Jackson, Human Resource Management: Essential Perspectives, 6th Edition, Cengage Learning. (ISBN: 0538481706; ISBN-13:978-0538481700)

Required Simulation:

Human Resources Simulation (purchase at www.interpretive.com) - Please follow [attached instructions](#) and use course code RUTG26868 to complete purchase.

Policies and Expectations:

The students are expected to:

- Read the assigned chapters for each week.
- Complete assignments on time.
- Participate actively, constructively, and meaningfully in all course forums.
- Be accountable and take responsibility for the quality of their own work.
- Be respectful of the time of both the professor and other students.

Technology:

This course utilizes canvas, as well as an online simulation as learning platforms. Any technological issues experienced (e.g., quiz issues, discussion forum issues, etc.) should be reported **IMMEDIATELY** to the appropriate tech support (i.e., either Rutgers Help Desk or Interpretive Simulation Help) to avoid losing credit. “Canvas ate my homework” is not an acceptable excuse and late or missing assignments due to technological issues will not be considered under any circumstances without timely communication with the appropriate help source.

Assessment and Grading:

Point Distribution:

10 Quizzes (Individual)	10 points each	100
Simulation (Individual)	See below for details	10
Simulation (Team)	See below for details	50
10 Online Discussions (Individual)	10 points each	100
Mid Term Quiz		20
Final Quiz		20
Total Points		300

GRADING SCALE

$\geq 90\%$	A
$\geq 85\%$ to $< 90\%$	B+
$\geq 80\%$ to $< 85\%$	B
$\geq 75\%$ to $< 80\%$	C+
$\geq 70\%$ to $< 75\%$	C
$\geq 60\%$ to $< 70\%$	D
$< 60\%$	F

QUIZZES (Individual)

Ten quizzes will be given throughout the semester. Each quiz is worth 10 points. Quizzes will open one week before they are due. Quizzes are made up of 10 randomly selected multiple choice questions, and must be completed within 15 minutes of beginning them. If a quiz is missed, there will be no opportunities to make it up.

SIMULATION (Individual and Team)

For this component of your grade, you will be divided into groups by the professor. For this team activity, each individual must purchase the HR Simulation from Interpretive Simulations (www.interpretive.com).

Simulation quiz - Individual	5 points
Simulation practice round - Individual	5 points
Simulation Report 1 – Team	15 points
Simulation Report 2 – Team	15 points
Simulation Peer Evaluation	15 points
AACSB Peer Evaluation	5 points

Individual Performance

There are two simulation assignments that must be completed individually in order to qualify for team assignment. The first individual simulation assignment is simulation quiz, and the second individual assignment is completing two practice rounds on interpretive simulation site. If you do **NOT** complete practice round and submit [practice round Q2 dashboard](#) assignment, you will not be assigned to a simulation team. Individual practice rounds are not available once team rounds start.

Team Performance

At the start of the simulation, your team assumes the role of Human Resource Director of a medium-sized firm. The business has over 600 employees and has experienced significant growth in recent years, although the HR department has not kept pace.

Your team must update HR functions for the firm by making quarterly decisions, while remaining within an annual budget and inspiring their staff to meet fluctuating production quotas.

Your team will complete eight rounds of simulation. Each round represents a quarter. At the end of each year (four quarters) your team will complete simulation report consisting of financial schedules in excel and a power point presentation. The presentation will cover highlights of your HR plan, your firm's performance objectives and actual performance, key success factors in HR Management, how you have positioned your company for the future, and important "take-aways" from the simulation experience.

Peer Assessments

You will complete following two peer assessments for your fellow simulation team members.

1. AACSB peer assessment in excel format on canvas site.
2. Simulation peer assessment on interpretive web site.

ONLINE DISCUSSION (Individual Performance)

Ten online discussion forums will be available. Providing only a response to the discussion questions, however, is not enough to get full credit. You are expected to provide your own responses to the discussion questions asked by Saturday at 11:59pm each week, as well as to respond to a MINIMUM of TWO (2) other posts made by your classmates by Monday at 11:59pm each week.

You will be graded based on the breadth and depth of knowledge you express in your responses based on the readings, as well as in your discussion with others. You are expected to incorporate the terminology and ideas from your readings into your responses. Furthermore, the quality of work, as well as quality of writing (including correct punctuation and grammar and flow of ideas) will be assessed to determine your understanding and application of the information covered in the textbook and your ability to interact with others. This should be thought of similarly to your participation in face-to-face classroom discussions.

There may be one or more discussion questions each week. You must post your 300 to 500 word initial response to each question. Your response to your classmates post should be between 200-300 words. You must write an initial post for the topic before responding to your classmates.

Online discussion will take place on our class canvas site.

MID TERM AND FINAL QUIZZES (Individual)

There will a mid-term quiz and a final quiz which are worth 20 points each. **Mid-term quiz covers chapters 1 to 5 and final quiz will cover chapters 6 to 10.** Quizzes open one week before they are due. Quizzes are made up of 20 randomly selected multiple choice questions, and must be completed within 30 minutes of beginning them.

Academic Integrity

Policy found at <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>.

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you must:

- properly acknowledge and cite all use of the ideas, results, or words of others,
- properly acknowledge all contributors to a given piece of work,
- make sure that all work submitted as your own in a course activity is your own and not from someone else
- obtain all data or results by ethical means and report them accurately
- treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- all student work is fairly evaluated and no student has an inappropriate advantage over others
- the academic and ethical development of all students is fostered
- the reputation of the University for integrity is maintained and enhanced.

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

If there are questions on how to comply, please contact Mary Flaherty in the Rutgers-Camden Dean of Students office: marykreb@camden.rutgers.edu or contact the appropriate Associate Dean or Area Head at the School of Business.

Student Code of Conduct <http://studentconduct.rutgers.edu/university-code-of-student-conduct>

Violations of the Student Code of Conduct are considered serious infractions of student behavior and subject to penalties relative to the level of the matter. Students may not disturb normal classroom procedures by distracting or disruptive behavior. Examples of disruptive behavior include, but are not limited to, the following:

- Repeatedly leaving and entering the classroom without authorization
- Answering cellular phone or allowing pager to beep
- Making loud or distracting noises
- Repeatedly speaking without being recognized, interrupting the instructor or other students, or otherwise acting in disregard of the instructor's requests

Violations of the code should be reported to the Dean of Students office deanofstudents@camden.rutgers.edu or 856-225-6050.

If the violation is immediate and a potential threat is a concern, call the Rutgers-Camden police at 856-225-6111

Disability Services/Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation:

<https://ods.rutgers.edu/students/documentation-guidelines>.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the Office of Disability Services web site at:

<https://ods.rutgers.edu/students/registration-form>.

[Ajeenah Nuriddin-Little](#)

(856) 225-2722

Rutgers-Camden Disability Services:Rutgers-Camden Learning Center

Armitage Hall, Room 240

311 North Fifth Street, Camden, NJ 08102-1405

Web page: <https://learn.camden.rutgers.edu/disability-services>

E-mail: Ajeenah.nuriddin-little@camden.rutgers.edu