



**Fundamentals of HRM : 52:533:365:90 /92**

**Term: Spring 2025**

**Mode of delivery: *online - asynchronous***

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### **Course Description – Fundamentals of HRM (3 credits)**

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 best state-of-the-art production technology, but rather from having an effective system for obtaining, mobilizing, and managing the organization's human assets. Several 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. We will cover major HRM issues in the following areas: planning, recruitment, selection, employee development, compensation, and employee relations in terms of alignment with and support of the organization's strategy and objectives. Special attention is given to business problems and strategic decision-making related to the successful management of human resources in organizations.

### **Course Learning Objectives**

Upon completion of this course, I hope students will 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) Identify and analyze the basic elements of HR management system of an organization and understand how they may vary across industries; (d) assess the implications of diversity and globalization for HRM; and (e) understand how HRM influences a business organization's competitiveness.

### **School of Business-Camden Program Learning Goals**

- Communication effectiveness and impact
- Technology fluency,
- Global awareness,
- Ethical consideration

## **Course Materials**

### **1. Required Custom Textbook**

Laura Portolese. (2020). 52:533:365 Human Resource Management. Boston, MA: FlatWorld

ISBN (Digital): 978-1-4533-3469-0

Custom textbook is available at <https://students.flatworldknowledge.com/course/2591594>. You do not need access to online homework system from Flat World for this course.

### **2. Required Simulation**

Human Resources Simulation (purchase at [www.interpretive.com](http://www.interpretive.com)). Please follow attached instructions and use course code RUTG50075 to complete purchase.

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/>

## **Diversity Statement**

This class strives to be an inclusive community, learning from the many perspectives that come from having differing backgrounds and beliefs. As a community, we aim to be respectful to all. We reject all forms of prejudice and discrimination, including but not limited to those based on age, color, disability, gender, gender identity, gender expression, national origin, political affiliation, race, religion, sexual orientation, and veteran status. Faculty and students are expected to commit to creating an environment that facilitates inquiry and self-expression, while also demonstrating diligence in understanding how others' viewpoints may be different from their own.

Our goal as a learning community is to create a safe environment that fosters open and honest dialogue. We are all expected to contribute to creating a respectful, welcoming, and inclusive environment. To this end, classroom discussions should always be conducted in a way that shows honor, respect, and dignity to all members of the class. Moreover, disagreements should be pursued without personal attack and aggression, and instead, should be handled with grace and care. This will allow for rigorous intellectual engagement and a deeper learning experience for all.

### **Pronouns**

This course affirms people of all gender expressions and gender identities. Feel free to correct me on your preferred gender pronoun. If you have any questions or concerns, please do not hesitate to contact me.

### **Chosen Name (Preferred Name)**

If you have a chosen name or preferred name other than what is listed on the roster, kindly let me know.

## **COMMUNICATION and USE OF CANVAS**

### **EMAIL- PLEASE USE YOUR RUTGERS EMAIL ADDRESS**

All communications to students will be done using the Rutgers email address provided to you. Please forward your Rutgers email to your personal email if necessary.

**Not checking your Rutgers email is not an excuse for missing any communications.**

## **CANVAS**

Canvas is the learning management system used for this course. Posted will be the syllabus, resources, Power Point slides, announcements, guides, etc. To access this system, go to <http://canvas.rutgers.edu> log in, and click on the course in the dashboard. For technical support 833-648-4357 or [help@camden.rutgers.edu](mailto:help@camden.rutgers.edu).

## **CLASSROOM POLICIES**

### **Exam, Quizzes, Assignment Make-up Policy**

**Make-up Work Policy:** If, for a university-approved reason, you cannot complete a quiz, assignment, or exam during the scheduled time, you must give me written notice via email ([rita.palrecha@rutgers.edu](mailto:rita.palrecha@rutgers.edu)) at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (e.g., emergency hospitalization), contact me as soon as possible after the missed work and provide written documentation. The ability to make up work for non-university approved reasons is not guaranteed. The professor reserves the right to request written documentation to support your absence (such as a doctor's note, an obituary, or military orders).

**Late Work Policy:** All work must be completed and uploaded to Canvas by the specified due date (with the exception of a university-approved, documented, and professor or Dean of Students verified reason; see Make-up Work Policy above). Any work submitted after the due date and time will receive a reduction of one full letter grade for each day that it is late.

**Incompletes:** "Incompletes" will only be given through prior consultation, under extreme circumstances, and when completion of the course requirements in question would substantially improve your grade. In the rare event when an "incomplete" is given, you must submit all of the agreed-upon work to me by the Rutgers registrar deadline to avoid the "incomplete" converting to an "F": <https://registrar.camden.rutgers.edu/gradeinstruction#incomplete>.

## **Assessments**

### **Quizzes (Individual)**

Thirteen 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](http://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 practices rounds on interpretive simulation site. If you do NOT complete practice round 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 assume 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 written report in word. This report 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)

Thirteen (13) online discussion forums will be available. You are required to participate in at least nine (9) of thirteen (13) discussions. If you do participate in more than nine (9) discussions, only your top nine (9) discussion grades count toward the final score. For example, if you participate in all thirteen (13) discussions, then your lowest four (4) discussion grades have no impact on final grade.

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. You must post your 300 to 500 word initial response to each discussion topic. Some discussion may pose multiple questions. The purpose of these multiple questions is merely to have you examine different aspects of the same topic in a single discussion post. 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 7 and final quiz will cover chapters 8 to 13. 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.

## Course Grading

13 Quizzes (Individual)	10 points each	<b>130</b>
Simulation (Individual)	See below for details	<b>10</b>

Simulation (Team)	See below for details	<b>50</b>
9 Online Discussions (Individual)	10 points each, See below for details	<b>90</b>
Mid Term Quiz		<b>20</b>
Final Quiz		<b>20</b>
<b>Total Points</b>		<b>320</b>

### **Final Grade Ranges**

A Highest grade (90% and above)

B+ Work of distinction (84.5% to 89.4%)

B Work of distinction (79.5% to 84.4%)

C+ Average work (74.5% to 79.4%)

C Average work (69.5% to 74.4%)

D Passing, but unsatisfactory (60% to 69.4%)

F Failure without credit (Below 60%)

## **Disability Services/Accommodations**

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

## **Academic Integrity**

The Academic Integrity policy can be found at <https://studentconduct.rutgers.edu/processes/university-code-student-conduct> <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

***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 (the student) 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.

## **Artificial Intelligence Use**

Neither the university nor the school has a standard policy on the use or non-use of artificial intelligence (Chat GPT, etc). Below are some language samples depending on your self-determined policy of AI use in the classroom.

#### Acceptable and Unacceptable Use of AI

The use of generative AI tools (e.g. ChatGPT, Dall-e, etc.) is permitted in this course for the following activities:

- Brainstorming and refining your ideas;
- Fine tuning your research questions;
- Finding information on your topic;
- Drafting an outline to organize your thoughts; and
- Checking grammar and style.

The use of generative AI tools is not permitted in this course for the following activities:

- Impersonating you in classroom contexts, such as by using the tool to compose discussion board prompts.
- Completing group work that your group has assigned to you, unless it is mutually agreed upon that you may utilize the tool.
- Writing a draft of a writing assignment.
- Writing entire sentences, paragraphs or papers to complete class assignments.

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. Any assignment that is found to have used generative AI tools in unauthorized ways based on guidelines in this syllabus, will be subject to report of a violation of Academic Integrity and thus the appropriate adjudication. When in doubt about permitted usage, please ask for clarification.

#### **Code of Student Conduct**

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University, you are expected adhere to the Code of Student Conduct.

To review the code, go to the Office of Community Standards:

<https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

**Please refer to the left toolbar for RUC student resources.**