

Management
Course Number: 22:620:604
Course Title: Human Resource Management

COURSE DESCRIPTION

This course provides an overview of the role of Human Resources within business organizations. The term “Employee Experience” is a term that addresses the primary purpose of all formal Human Resources departmental structures that serve business employees in the 21st Century. The modern HRM function dynamically shapes and manages the employee experience from recruiting to the point of leaving.

As the course will illustrate Human Resources has become the most common descriptive title but the full scope of what we think of as human resources has had, and still does have, a range of descriptive titles.

All organizations, to fulfill their purpose, require the ability and capability of managing people. The successful management of people within an organization is critical for its ongoing wellbeing.

This course draws on a multi-disciplinary approach, recognizing that current structures that manage the Employee Experience in organizations are always in a state of flux changing and re-forming to meet the dynamic world of work.

The course uses both an historical and futuristic perspective to understand the current trends and implications for organizations; the alignment of people/HR strategies with business strategies; and how the different elements of an HR strategy can be designed to attract and engage talent that creates value for stakeholders.

The Human Resources of an organization operate through functional areas; talent acquisition, learning/organization development, performance management, benefits, etc. The course will examine the many challenges that include managing change, the challenge of increasing automation, the changing nature of work and work practices, international and cross-cultural considerations, and the future of the function itself. It does continue to evolve.

COURSE MATERIALS

Canvas: Check **Canvas** (canvas.rutgers.edu) and your Rutgers email account frequently each week. Check Canvas before class in the event there is a last-minute change or cancellation.

We will be using: **The Future of HR (KPMG)**
and...**The Future of the HR Function 2020 (Oracle & HR.com)**
and ...**2020 US CEO Outlook KPMG.pdf**
finally...**Deloitte Human Capital – Trends - 2019**

These papers will be provided to you. They are quite short and useful reports.

We will also be drawing on a collection of HBR papers/articles: you are not required to purchase the whole collection; we will purchase as we need them. These can be accessed through this link.

<https://hbsp.harvard.edu/import/791700>

All other materials will be provided by the Professor.

LEARNING GOALS AND OBJECTIVES

This course is designed to build the student's knowledge and skills in:

- Understanding current trends in human resource management and the impact on organizations.
- Aligning human resource strategies with business strategies.
- Developing, upgrading, integrating and assessing the business value impact of key HR systems, processes and practices in human resource strategies.

Students who complete this course will demonstrate the following. This is facilitated through the constant application of student experience:

- The ability to assess the implications of human resource trends on organizations
- The ability to develop human resource strategies that support business strategies, and develop and recommend financially-justified, human resource solutions that address organizational challenges.
- Strengthened leadership, team and presentation skills through team and individual assignments.

The course serves as a “primer” of the professional field of Human Resources, increasing a student's knowledge of areas that touch the lives of all employees. When completed a student will have a good understanding of all facets of the modern HR function.

COURSE POLICIES

Academic Integrity: I do not tolerate cheating. Students are responsible for understanding and abiding by the Rutgers Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>) I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” All written assignments

are screened through *SafeAssign* or *Turnitin* plagiarism detection services that compare the work against a large database of past work.

You **earn** your grade on a level playing field with your other classmates. Please do not:

- Ask me to raise your grade because it is “close” to the next grade or you “need” a grade.
- Try to negotiate with me on grades.
- Ask for preferential treatment (e.g. requesting an “extra credit” project, etc.)
- Plagiarize or modify others’ work, and submit it as your own work

Hybrid Course: This is an on-line/remote/hybrid course. If you commit to take an on-line/remote/hybrid course, you should understand the following.

- It requires extra commitment to self-study and self-directed learning.
- It is important that you make an extra effort to remain in contact with your Professor and fellow Study Team members.
- That you make sure that you have functioning Wifi and the right equipment.
- We are all functioning professionals so accommodation will be made to conflicting schedules.

Assignments: Assignments are in the Syllabus with due dates and should be uploaded on time.

Credit for Assignments: For credit, assignments must meet assignment criteria and be posted by the due date. Assignments sent to my email will not receive credit.

Late/Incomplete Assignments earn a “0”. There is no partial credit for incomplete or late assignments. You have the assignments and due dates (on the Syllabus) before the first day of class. I do not follow up on late assignments.

Course Communications: All communications with the professor and other students are to be professional and courteous. For email communications with me, please put the class and your name (i.e. HRM – Your Name) in the Subject Line. Please copy all team members on team-related emails. I will respond within a few hours and in most cases within a few minutes.

Responsibility for Learning: You are responsible for your learning in this course. In a lecture/tutorial format, I will introduce you to new material, provide examples to facilitate understanding, ask questions and help you with both the content and processes explored during the class. You are responsible to master the material, substantively participate, apply critical thinking and deliver MBA-level assignments on time.

Syllabus: While every attempt is made to include all course information on this syllabus, some changes may be necessary during the semester, and those changes will be announced in class/or an email. All students are responsible for abiding by the terms contained in this syllabus.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments

through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

GRADING (total of 100%):

- **Attendance/Participation/Weekly assignments:** **15%**
- ***EE Team Case #1:** **20%***
- **EE Individual Assignment** **25%**
 - Critique Assignments: **10%**
 - EE Individual Case: **25%**
- ***Final – EE Team Case #2:** **20%***
- **Final Exam** **20%**

*As part of those assignments:

Critiques: Every team will develop a **substantive**, critical analysis on the content, not the presentation style, for the other cases that:

- Identifies at least 3 clear, concise points on the Strengths of each team's workshop/case
- Identifies at least 3 clear, concise points on the Weaknesses of each team's workshop/case, and how those Weaknesses could have been addressed
- Ranks the cases, ensuring that the critical analysis supports each team's ranking.

A team member posts the team assignment to Team Case Critiques Assignment.

The class rank of the team will be factored into each student's grade for that assignment. There is no partial credit for incomplete or late assignments. Assessments will be made of each team members contributions.

GRADING SCALE:

A: 93 and up	B+: 87 - 89.99	C+: 77 - 79.99	D: 67 - 69.99
A-: 90 - 92.99	B: 84 - 86.99	C: 74 - 76.99	F: Below 67
	B-: 80 - 83.99	C-: 70 - 73.99	

*** ATTENDANCE/PARTICIPATION:**

Attendance at the 3 hour (every other week) class is expected. If professional obligations prevent attendance it is your responsibility to make sure you do not fall behind on individual and team assignments. Make sure you give the Professor and your team members plenty of notice. Lateness/early departure should be avoided, it can be a distraction (frequently a loud "ding" in the Professor's ear) and may be embarrassing if the Professor asks for a contribution.

REFLECTIONS:

Each Class week you are asked, as part of your participation grade, to reflect on what you have learned and how it can be applied to your current experience. You will have 24 hours to upload your thoughts. **Example, class – you will have until day ending to submit to your Reflections.**

What is a Reflection?: When you have committed to graduate study, there is an expectation that you are academically grounded (through undergraduate work) and you are mature enough to assess your work and learning experience. Graduate study requires you to evaluate learning and apply what you have learned.

The Reflections (7 in all) are thoughts and ideas about the readings, assignments and our discussions – essentially the overall experience of the class (agree or disagree – there is no censorship and I do not share with anybody what you write). There is NOT an expectation that you will write an essay – a series of “thought” paragraphs is okay! The Professor is looking for depth of thought and introspection!

EE TEAM CASE #1:

The purpose of this team assignment is to demonstrate your learning on the topics covered to date in this course.

Before the first class you have been randomly assigned to a Study Team. Consider this team to be additional study support. Make sure that you share contact information and try to establish an early rapport. Connect on a regular basis and try to get to know one another.

Within your team and through discussion with the Professor and class you will select a company and an Employee Experience (HR) topic (some potential ideas are in your HBR case selection).

Once teams and company/topics are finalized with the professor, each team will develop and conduct a **compelling, informative, creative and engaging** 20 minutes (6-8 slide max) presentation, and 10 minutes Q&A class discussion that includes:

- Identification of a critical human resources issue in a company with a compelling rationale, why the company needs to change its HRM process(es).
- Plan for how your team proposes to implement those changes in that company
- Develop a scorecard for measuring progress in business and human resources terms (1 slide)

One team member submits the assignment by the due date. All team members should know all of the team case material, and should handle the presentation and Q&A.

- Each team needs to provide a **Critique** and rankings of other teams.

EE INDIVIDUAL ASSIGNMENT:

The purpose of this individual assignment is to integrate and demonstrate your learning on the topics covered to date in this course, by identifying, assessing and recommending how human resources can be leveraged to create value in your **current or past organization (presuming you still have access)**. Each student will develop a researched paper (citing with APA or MLA).

The Paper should cover the following:

- A succinct overview of the organization, business strategy, financials
- Business SWOT analysis and insights
- Human resources SWOT analysis and insights
- One (1) human resource recommendation on how human resources can be more effectively leveraged to address the organization’s challenges.

- Balanced Scorecard (Financial, Internal Processes, Human Resources, Customers)
- The **Future of the HR Function 2020 (HR.com)** provides a guide for analysis

Each student submits on due date.

EE TEAM CASE #2:

The purpose of this team assignment is to integrate and demonstrate your learning this semester by identifying and describing an “Employee Experience HRM.” Thought Leader, either current or past. Each team will select an individual with the professor and class, and then develop and deliver a 20 minute presentation (including references on slides) and 10 minutes class discussion that includes:

- A succinct overview of the individual and their career/life (1 to 2 slides)
- A carefully crafted description of the contributions that the individual has made to the Employee Experience field (1 slide) that includes a clear description of the importance and impact the individual has had on business (1 slide)

One team member submits the assignment by the due date. All team members should know all of the team case material, and should handle the Q&A.

- Each team needs to provide **Critiques** and rankings of all other teams.

FINAL EXAM:

The Final Exam will be a test of your general knowledge and understanding of the HRM field. It will take the form of exam essays and will be open book!

COURSE SCHEDULE
MBA HUMAN RESOURCE MANAGEMENT (Hybrid) SYLLABUS
(Subject to change)

Week	Topics	Assignments (for the following week)
Week 1	Course Syllabus and Overview	Access Course Module Week 1: Overview Read: Syllabus (please make note of questions) Read: Origin & Development of HRM.pdf Read: Deloitte Human Capital Trends (Section Future of the Workforce)
Week 2 CLASS WEEK	Introductions What is Human Resources? (Historical perspective materials provided by Professor) Societal Changes	Study Team Time: Reach out make introductions Prep for EE: Team Case #1 Due: HRM Development & Changing Workforce Due: Reflections
Week 3	Student Day Check-in time (Optional)	Read HBR Article: Becoming a Strategic Partner: Leverage HR Practices to Deliver Results. Complete Assignment

		<p>Read: “Transforming HR” Read HBR: SAP Autism at Work</p>
<p>Week 4 CLASS WEEK</p>	<p>Role of Strategic Human Resources: A Balanced Scorecard Real World example: “Transforming HR to a Strategic Focus” (Materials provided by Professor)</p>	<p>Due: Reflections</p>
<p>Week 5</p>	<p>Student Day Check-in time (Optional)</p>	<p>Watch U Tube video “The Future of HR” by David Ulrich: Read Ulrich Business Partner 2.0 (both Loaded in Module Week 5)</p> <p>Teams – Outline on one slide your EE: Team Case #1 – one team member submits</p> <p>Read HBR: Becoming a Strategic Partner... Complete assignment</p>

<p>Week 6 CLASS WEEK</p>	<p>EE: Team Case #1 Presentations and Discussions</p>	<p>Teams will meet through and other electronic means to discuss Critiques and Assessments/rankings of each presentation. These documents need to be loaded by due date.</p> <p>Due: Reflections</p>
<p>Week 7</p>	<p>Student Day Check-in time (Optional)</p>	<p>Read HBR: Reinventing Performance Management</p> <p>Read HBR: Talent Wins: The New Playbook... Complete assignment</p> <p>Read HBR: LinkedIn and Modern Recruiting Complete assignment</p>
<p>Week 8 CLASS WEEK</p>	<p>Performance Management & Rewards & Recognition</p> <p>“The War for Talent”</p> <p>The Role of HR in Acquiring and Recruiting Talent – otherwise known as the <u>Hiring Conundrum</u></p>	<p>Due: Reflections</p>

Week 9	Student Day Check-in time (Optional)	<p>Read: “Enabling Technology” & “Workforce Analytics” in The Future of HR 2019 (KPMG)</p> <p>Read HBR: Transforming HR at Novartis: The HRIS</p> <p>Read HBR: Maybank: Organizational Transformation through Human Resources Complete assignment</p>
Week 10 CLASS WEEK	<p>Impact of R(obotic) P(rocess) A(utomation) – the new HR</p> <p>Workforce Analytics</p> <p>HR: The Organization Development Imperative</p>	<p>Teams will present (briefly) ideas on EE: Team Case #2</p> <p>Due: Reflections</p>
Week 11	Student Day Check-in time (Optional)	<p>Read HBR: The Wonderful World of HR at Disney Complete the assignment</p>
Week 12 CLASS WEEK	EE Team Case #2 Presentations and Assignments	<p>Teams will meet through and other electronic means to discuss Critiques and Assessments/rankings of each presentation. These documents need to be loaded by next class</p> <p>Due: Reflections</p>
Week 13	Student Day Check-in time (Optional)	<p>Read: The Business Case for Human Resources – Module Week 13 Complete the assignment</p>
Week 14 CLASS WEEK	<p>EE Individual Assignment Due this class.</p> <p>End of Course Review</p>	<p>Each student will talk briefly to their Individual Assignment and findings/recommendations.</p> <p>Due: Reflections</p>
	Final Exam (time tbd)	

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]