Office Hours, Room 200B, Janice Levin Building  
Tuesday 1:30 PM – 3:00 PM  
Tuesday 2:00 PM – 3:00 PM  
Other times by appointment

TA: April Guo  
Office Hours Room 104C (Conference Room)  
Fri. 1:00 pm – 4:00 pm  
april.raanguo@gmail.com


Other readings will be posted on Sakai from time to time. Make sure you check your Rutgers account for emails relevant to this class.

Course Description: Human resource management in the healthcare setting shares common features with HRM in any organization. However, healthcare organizations have a unique history of approaches to HRM. Healthcare organizations are closely regulated entities. Many healthcare professions are also closely regulated. They are often subject to licensure and/or certification as a basis of entry. Healthcare provider organizations include for-profit and non-profit companies that often compete against each other. Healthcare provider organizations are often composed of organized staffs that include independent healthcare practitioners. Also, healthcare is one of the few industries that makes a significant use of volunteers.

With the advent of the Affordable Care Act the healthcare industry has seen significant consolidation as well as the growth of providers as insurance risk takers. An efficient and effective use of human resources is critical to the continued existence of many of these organizations.

The course relies on a base of psychology, management, and economics.

Learning Goals: Upon completion of this course students should understand:

1. The nature of the healthcare industry and healthcare providers.
2. Unique characteristics of healthcare organizations and employees.
3. Laws governing healthcare organizations and employees.
4. Designing and analyzing healthcare jobs.
5. Staffing the healthcare organization.
7. Motivating and rewarding healthcare workers.
8. Managing human capital in the healthcare organization.
9. Healthcare organizations and employee relations

**Attendance:** Attendance at every class is required. Attendance will be monitored through Poll Everywhere. Absences for illness, religious holidays and other events recognized by SAS will be excused. A written documentation of reason for absence is required for excuse. The “Rutgers Self-Reporting Absence” email does not constitute an acceptable excuse. If you know in advance of a class that you are going to miss the class for one of the recognized reasons, please send me an email prior to the class. Excused absences are not valid reasons for work not to be done.

**Polling:** Throughout the semester, I will take attendance via the Poll Everywhere website. You can respond to the poll questions in two different ways, (1) via text message sent from a mobile phone, and (2) via web browser on your mobile phone, tablet, or laptop. The only time you are permitted to use these electronic devices is during the in-class polling sessions.

Your responses to the attendance poll questions does influence your overall participation grade. In order for your responses to be recorded and for you to receive credit, you will need to register with the Poll Everywhere website prior to our second class. Therefore, you must register at [www.polleverywhere.com/register?p=2cwgm-ey9&pg=4OJUh](http://www.polleverywhere.com/register?p=2cwgm-ey9&pg=4OJUh) by Thursday, January 19th, 2015. Please click on the link, follow the instructions and you should be registered in less than 5 minutes.

**Students adding the class after Thursday, January 19 have 24 hours after their add date to register on PollEverywhere. Anyone not registered by the appropriate deadline will not receive credit for any quiz questions missed.**

**Examinations:** There will be two non-cumulative examinations as noted on the course schedule. Each exam will cover approximately one-half of the course material. The first examination will cover the Introduction, Chapter 1-6 of the text and additional readings. The final examination will cover the remainder of the text and additional readings. Each examination will be worth 30% of the course grade. Each exam will consist of 80 multiple choice questions. On each exam you will receive .5 grade point for each correct answer above 20 correct answers (the number of correct answers achieved on average by guessing).

Make-up policy: An examination grade of "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 by a note from a doctor), inclement weather (only when the Rutgers Information Service (848-932-INFO) indicates that Rutgers is closed), scheduled, religious holidays, or when the instructor emails the class announcing class is suspended, or other dire circumstances such as a death in the family.

**Students with learning disabilities should present a statement to that effect with appropriate documentation as early in the semester as possible, but certainly prior to the first midterm examination.**
A makeup exam will be held at a time convenient to the instructor when all students needing to take the makeup can be present. An examination cancelled by the instructor will be held at the next regularly scheduled class period.

**Term Paper.** Each student will be required to compose an analytic paper of roughly ten pages on an approved topic. Topics are to be subtopics found in each two-week unit. The topics must analyze an HR issue as it applies to the healthcare industry. Topics must be approved by the time of the mid-term examination. Topics must be submitted a week prior to the mid-term. Topics will be approved/disapproved within 48 hours. If the topic is disapproved, a new topic must be submitted within 48 hours. If the second topic is not approved, a topic will be assigned. The paper must be submitted by April 23. There will be deductions for lateness.

ALL EXERCISES MUST BE SUBMITTED TO THE ASSIGNMENT SECTION. HARD COPIES WILL NOT BE ACCEPTED AND WILL NOT BE GRADED. PLEASE NOTE THE PLAGIARISM/FALSE REPRESENTATION OF WORK SECTION OF THE ACADEMIC INTEGRITY CONTRACT THAT YOU ARE OBLIGATED TO EXECUTE.

**Participation:** Everyone starts the class with 10 points of score for participation. Up to 5 additional points can gained for displays of acumen in class participation. Points can be lost for not being present when called on in class and for egregious classroom conduct (as described below).

**Grading:** Grades will consist of the following components:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examination 1</td>
<td>30%</td>
</tr>
<tr>
<td>Examination 2</td>
<td>30%</td>
</tr>
<tr>
<td>Term Paper</td>
<td>25%</td>
</tr>
<tr>
<td>Participation</td>
<td>15%</td>
</tr>
</tbody>
</table>

Each examination has 60 questions. Grades for examinations will be posted to Gradebook on Sakai based on a total possible score of 30.

**Academic Integrity:** The rights of students will be protected to insure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies. An academic integrity contract is attached to this syllabus. Students must submit a signed copy of the contract before the second class they attend. ASSIGNMENTS AND EXAMS TURNED IN BEFORE THE ACADEMIC INTEGRITY CONTRACT IS HANDED IN WILL RECEIVE A GRADE OF “0.”

**Lecture Notes:** The PowerPoint slides for the lectures will be posted on the course’s Sakai website.

**Classroom Conduct:** Otherwise polite students are apt to behave in an uncivil manner when taking courses that are offered in large classes. The reasons for their transformation include that the probability is low that their behavior will be noticed by the instructor and that the opportunity exists to physically remove oneself from the proceedings by sitting a substantial distance from the presenter. The following are NOT permitted in class:
(a) cell phones, pagers, and text messaging devices. These should be turned off and put away OUT OF SIGHT (except when responding to Poll Everywhere questions).
(b) laptop computers (except when used for taking notes or responding to Poll Everywhere questions)
(c) napping
(d) chit-chatting with your seat neighbors
(e) reading the newspaper (includes working puzzles contained therein)
(f) studying or doing homework for other courses
(g) arriving at class late on a consistent basis
(h) leaving class early on a consistent basis
(i) wandering in and out of class

When you are doing any of these things it is hard to argue you are participating in the class, and points will be deducted from your Participation score.
# Class Schedule  
## Fall 2014

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading Assignment</th>
</tr>
</thead>
</table>
| **Tuesday January 20** | Introduction
The Current Healthcare Arena | See Sakai            |
| **Thursday January 22** | The Current Healthcare Arena |                      |
| **Tuesday January 27** | Strategic Human Resources | F&F: Chapter 1       |
| **Thursday January 29** |                                          | F&F: Chapter 1       |
| **Tuesday February 3** | The Healthcare Professional | F&F: Chapter 2       |
| **Thursday February 5** |                                          | F&F: Chapter 2       |
| **Tuesday February 10** | The Legal and Ethical Environment | F&F Chapter 3        |
| **Thursday February 12** |                                          | F&F Chapter 3        |
| **Tuesday February 17** | Job Analysis and Job Design | F&F: Chapter 4       |
| **Thursday February 19** |                                          | F&F: Chapter 4       |
| **Tuesday February 24** | Recruitment, Selection and Retention | F&F: Chapter 5       |
| **Thursday March 3**   |                                          | F&F: Chapter 5       |
| **Tuesday March 5**    | Organizational Development and Training | F&F: Chapter 6
Term Paper Topic Due |
<p>| <strong>Thursday March 10</strong>  |                                          | F&amp;F: Chapter 6       |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Page in Textbook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuesday March 12</td>
<td>Performance Management</td>
<td>F&amp;F: Chapter 7</td>
</tr>
<tr>
<td>Thursday March 14</td>
<td>MIDTERM EXAMINATION</td>
<td></td>
</tr>
<tr>
<td>Tuesday March 24</td>
<td>Performance Management</td>
<td>F&amp;F: Chapter 7</td>
</tr>
<tr>
<td>Thursday March 26</td>
<td>Compensation Practices, Planning and Challenges</td>
<td>F&amp;F: Chapter 8</td>
</tr>
<tr>
<td>Tuesday March 31</td>
<td></td>
<td>F&amp;F: Chapter 8</td>
</tr>
<tr>
<td>Thursday April 2</td>
<td>Employee Benefits</td>
<td>F&amp;F: Chapter 9</td>
</tr>
<tr>
<td>Tuesday April 7</td>
<td></td>
<td>F&amp;F: Chapter 9</td>
</tr>
<tr>
<td>Thursday April 9</td>
<td>Health, Safety and Preparedness</td>
<td>F&amp;F: Chapter 10</td>
</tr>
<tr>
<td>Tuesday April 14</td>
<td></td>
<td>F&amp;F: Chapter 10</td>
</tr>
<tr>
<td>Thursday April 16</td>
<td>Organized Labor</td>
<td>F&amp;F: Chapter 11</td>
</tr>
<tr>
<td>Tuesday April 21</td>
<td></td>
<td>F&amp;F: Chapter 11</td>
</tr>
<tr>
<td>Thursday April 23</td>
<td>HRIS and other HR Technologies</td>
<td>See Sakai TERM PAPER DUE</td>
</tr>
<tr>
<td>Tuesday April 28</td>
<td>Trends Affecting the Healthcare Workforce and Future of Human Resources Management</td>
<td>F&amp;F Chapter 12</td>
</tr>
<tr>
<td>Thursday April 30</td>
<td></td>
<td>F&amp;F Chapter 12</td>
</tr>
</tbody>
</table>
Academic Integrity Contract

(To be signed and turned in at the first class)

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 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.
• 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: ____________________________________________________
Departmental Policy on Cheating

Given the increased number of incidents of cheating and provided that each Undergraduate Professor has in past dealt with these situations differently, this policy was voted on by the HRM Faculty in April of 2014 to ensure that all incidents of cheating will be dealt with in a fair and consistent manner. The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student’s final grade will be reduced by an entire letter grade as shown in the table below.

<table>
<thead>
<tr>
<th>Original Grade</th>
<th>Grade After Deduction for Cheating</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>B</td>
</tr>
<tr>
<td>B+</td>
<td>C+</td>
</tr>
<tr>
<td>B</td>
<td>C</td>
</tr>
<tr>
<td>C+</td>
<td>D</td>
</tr>
<tr>
<td>C</td>
<td>D</td>
</tr>
<tr>
<td>D</td>
<td>F</td>
</tr>
</tbody>
</table>

When students cheat a note will be placed in their files in the HRM Department and such information will be taken into account by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

A second incidence of cheating (whether in the same class or in another HR class) will result in a grade of “F” and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

No extenuating circumstances will be considered in a case of cheating.