

# Introduction to Human Resource Management

## Fall 2022

- Tuesdays – 5:40-8:40 pm Tillett Hall 242 – Course number 37:533:301:03, Index 17969
- Thursdays – 12:10-3:10 pm JLB 003 – Course number 37:533:301:04, Index 17970

**Instructor:** Bill Kane  
**Office:** 215F JLB  
**Office Hours:** By Appointment (Tuesday, Wednesday or Thursday) and/or Virtually as arranged  
**Quick Meets:** Before/After Class  
**E-mail:** [william.kane@rutgers.edu](mailto:william.kane@rutgers.edu) (This is the best way to reach me.)

**Tuesday - Course Site:** (Canvas): <https://rutgers.instructure.com/courses/202095>

**Thursday - Course Site:** (Canvas): <https://rutgers.instructure.com/courses/202099>

### 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 talented, productive, engaged, loyal, committed, satisfied, "go the extra mile," people, it must practice good HRM.

### My Commitment to You

To accomplish the learning associated with this course, I will do my best to:

- Prepare for helpful and interesting course materials
- Lead meaningful lectures and discussions
- Provide developmental feedback to help students to monitor and make a progress in this course
- Evaluate students' performance with fairness
- Treat each student with respect and dignity

### Class Materials

**Required Text:** *Fundamentals of Human Resource Management for Competitive Advantage* by Mary Gowan, Chicago Business Press, 2022. ISBN-13: 978-1-948426-31-2.

Articles, cases, and/or exercises will also be provided in class or electronically.

This course is delivered Face-to-Face in a classroom. We will be utilizing the [Canvas](#) learning management system to access learning materials, post announcements, submitting assignments, and communicating via the Inbox feature.

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

### Assessments

Activity	Possible Points
Exam #1	200
Exam #2	200
Exam #3	200
Individual Research Project	100
Quiz #1	100*
Quiz #2	100*
<i>*Lowest of the 2 quiz scores will be deleted</i>	
Attendance	100
Participation and Preparedness	100
Optional extra credit	25
<b>Total Possible Points</b>	<b>1025</b>

### Grading Correlation

Total Points for the Semester	Grade Earned
900-1025	A
870-899	B+
800-869	B
770-799	C+
700-769	C
600-699	D
Less than 599	F

### Examinations

There will be 3 non-cumulative exams. These exams will be 50 multiple choice questions in format. Each correct response is worth 4 points. 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. Each exam is worth 200 points.

### Exam Procedures

- All exams will be in class.
- All exams are closed book. All of your materials must be stowed away and out of site.
- You are expected to complete your exam UNAIDED. Failure to do so will result in academic integrity charges brought against you.
- After everyone has completed the exam, you will be able to review your responses.
- An officially cancelled exam will be held at the next scheduled class period.
- Any questions or appeals about exams must be made in writing via e-mail within 7 days after the exam grades are given to students. Exams will be kept by me.

**Make-up policy:** The dates of the exams are noted on the course agenda. 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, a personal/family emergency, inclement weather (when Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when the instructor emails the class announcing that class is suspended, another university commitment of priority, or other critical circumstances such as a death in the family.

Authorized make-up exams will be done as soon as possible with agreement with the instructor. 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>

### **Individual Research Project**

What is Human Resources Management?

Pretend that you are a broadcast news journalist. Interview an adult from the “working world” - small or large business\* in any role - to investigate this topic. You might ask their views on what the function does, how does HRM “work” in their company, what is the function’s reputation, what parts of HRM add value to their company, what parts of HRM need improvement, does HRM contribute to the bottom-line, are HRM practices aligned with the business goals, etc.

Have fun! Explore. Listen. Learn. Take notes.

Please summarize your findings (50 points) *and commentary/impressions* (50 points) in writing. Keep the name of the interviewed individual and their company anonymous. Your submission should not exceed three (3) typewritten, double-spaced pages (approximately 800-900 words).

\* Company should have a Human Resources department

### **In-Class Quizzes/Checkpoints (2)**

There will be two in-class quizzes given. Each quiz will be 25 questions - multiple choice, true/false, or fill in the blank. Each correct response is worth 4 points. The quizzes will focus upon the materials noted on the course schedule.

For semester scoring purposes, the lowest of the 2 quiz scores will be dropped.

There will be NO makeups given for the quizzes for any reason. You MUST be present in class to take the quizzes.

### **Attendance**

Regularly attending class is important for you to do well on the quizzes and exams, as materials will be covered outside of the text. You should consider attendance as mandatory and it is factored into your grade. It is, however, recognized that “life happens.” You will be excused from class for

documented legitimate reasons such as ill-health, personal/family emergency, recognized religious holiday, death in the family, etc. Accordingly, please contact me when you become aware of the anticipated absence or as soon afterwards and we can discuss how best to accommodate the missed course work.

Rutgers policy on religious holidays: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

### **Participation and Preparedness**

- Students are expected to stay current with readings and assignments.
- In class, students are asked to answer questions posed in lecture. These questions will correspond to the topics at hand, to highlight important take-aways.
- Some 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.
- Your voice is important! I value the diversity of background and perspective that students bring to the classroom. Students come with a wide range of knowledge, motivation, and interests. These views should be shared.
- All efforts should be made to foster a classroom climate that exemplifies respect for both the instructor and other class members.

### **Optional Extra Credit**

Students should seek advance permission for an extra credit opportunity. Permission will be granted on a case-by-case basis. An agreed-upon extra credit assignment - worth up to 25 points - will focus upon one of the discussion questions featured in the case studies at the end of each respective chapter in the text. Any submitted assignment (addressing all numbered questions) should not exceed two (2) typewritten, double-spaced pages. Each submission will be due prior to the case is due for class discussion. One extra credit assignment is allowed.

## **Learning Goals for 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: <http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

All students registered for this course are asked to sign an Academic Integrity Contract (refer to the last two pages of this syllabus). You must return a signed copy to me or the course TAs and keep a copy for yourself. 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: <http://disabilityservices.rutgers.edu/>. Students may make requests for accommodations: <http://disabilityservices.rutgers.edu/request.html>

### **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>

### **Masks**

In order to be compliant with current university policy, masks must be worn by all persons on campus when in the presence of others (within six feet) and in buildings in non-private enclosed settings (e.g., common workspaces, workstations, meeting rooms, classrooms, etc.). Masks must be worn during class meetings; any student not wearing a mask will be asked to leave.

### **Media Policy**

The recording and transmission of classroom lectures and discussions by students is prohibited without written permission from the class instructor and all students in the class as well as guest speakers have been informed that audio/video recording may occur. Recording of lectures or class presentations is solely authorized for the purposes of individual or group study with other students enrolled in the same class. Permission to allow the recording is not a transfer of any copyrights in the recording. The recording may not be reproduced or uploaded to publicly accessible web environments. You cannot share any part of any recording without express written permission by all parties potentially affected by the recording.

Recordings, course materials, and lecture notes may not be exchanged or distributed for commercial purposes, for compensation, or for any other purpose other than study by students enrolled in the class. Public distribution of such materials may constitute copyright infringement in violation of federal or state law, or University policy. Violation of this policy may subject a student to disciplinary action under the University's Standards of Conduct.

### **Exception**

It is not a violation of this policy for a student determined by the Learning Needs and Evaluation Center (“LNEC”) to be entitled to educational accommodations, to exercise any rights protected under Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, including needed recording or adaptations of classroom lectures or materials for personal research and study. Such recordings of lectures or class presentations is solely authorized for the purposes of individual or group study with other students enrolled in the same class. Permission to allow the recording is not a transfer of any copyrights in the recording. The restrictions on third party web and commercial distribution apply in such cases.

### **Destruction of Approved Recordings**

Students must destroy recordings at the end of the semester in which they are enrolled in the class unless they receive the instructor’s written permission to retain them or are entitled to retain them as an LNEC-authorized accommodation.

## Tentative Course Schedule

The content of the course will be covered in the following sequence, consistent with the text. 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.

Class	Topic	Advance Readings/ Assignments Due
Week 1	Syllabus Review; Introduction to Human Resource Management – Chapter 1 overview; Individual Research Project assignment	N/A
	<b>Human Resource Challenges</b>	
Week 2	Managing Employees for Competitive Advantage Organizational Demands and Environmental Influences	Ch. 1 Ch. 2
Week 3	Regulatory Issues	Ch. 3
	<b>Work Design and Workforce Planning</b>	
Week 4	Job Design and Analysis	Quiz #1 (Ch. 1-3) Ch. 4
Week 5	Workforce Planning	Individual Research Project due Ch. 5
	<b>Managing Employee Competencies</b>	
Week 6	Recruitment	Exam #1 (Ch. 1-5) Ch. 6
Week 7	Selection	Ch. 7
Week 8	Learning and Development	Ch. 8
	<b>Managing Employee Attitudes &amp; Behaviors</b>	
Week 9	Performance Management	Exam #2 (Ch. 6-8) Ch. 9
Week 10	Compensating Employees	Ch. 10
Week 11	Incentives and Rewards	Ch. 11
Week 12	Employee Benefits and Safety Programs	Quiz #2 (Ch. 9-11) Ch. 12
	<b>Special Topics</b>	
Week 13	Labor Unions and Employee Management	Ch. 13
Week 14	Creating High Performing HR Systems	Ch. 14



Week 15	TBD	TBD
Week 16	Last Class Session	Exam #3 (Ch. 9-14)