

Introduction to Human Resource Management
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Spring 2020
Online Session

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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 good people, it must practice good HRM.

Class Materials

- Lepak, D. and Gowan, M. (2016). Human resource management: managing employees for competitive advantage. Second (or Third) edition. United States of American: Chicago Business Press.
- ISBN: 978-0-9833324-3-5
- In addition, each chapter's lecture will be added under the chapter's instructional material in written, audio and video formats to accommodate for different learning preferences.
- Additional optional readings, media and useful links will be added also for each chapter.
- All chapters' material will be available on the course website. Please, make sure to check the course website frequently, so you won't miss any important material. You need to use your Rutgers NetID and password to login.
- Make sure to read all assigned readings and cover the chapter's lecture early in the week in order to optimize your learning experience throughout each chapter.

Assessment

The assessment criteria abide by the Undergraduate Grades and Records Policy:

http://catalogs.rutgers.edu/generated/nb-ug_current/pg1358.html.

Moreover, it is useful to read the New Brunswick Undergraduate Catalog in order to know your rights and obligations at http://catalogs.rutgers.edu/generated/nb-ug_current/pg1355.html.

The following table lists the assessment methods and their weights:

Method	Points
Midterm One	100
Midterm Two	100
Final Exam	100
Forum Participation	100
Total	400

The following table lists the Grading and Point System assigned by the university:

Points	Percent	Grade	Description	Grade Points
358-400	90-100%	A	Outstanding	4.0
338-357	85-89%	B+		3.5
318-337	80-84%	B	Good	3.0
298-317	75-79%	C+		2.5
278-297	70-74%	C	Satisfactory	2.0
258-277	65-69%	D	Poor	1.0
≤ 257	≤ 64	F	Failing	0.0

A. Exams & Make-up Policy

There are three noncumulative exams with equal weights (two midterms and one final). The exams consist of multiple-choice and/or true-false questions. Each exam covers the subjects addressed before its conduction (approximately each covers one-third of the material). The exam material includes the chapters' lectures and the required readings. The exams dates are fixed and noted in the course schedule. Please note that all exams are closed-book, and you are not allowed to use any form of assistance. If the examination session was canceled, then you will be notified of the new date.

Make-up policy

Again, the dates for each of the three exams are noted on the course schedule. 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 requiring medical attention (verified with a note from a doctor), an emergency situation (verified when applicable), or for a reason that is approved by the instructor. The instructor's approval should be attained at least two weeks before the exam date.

An individual make-up exam will be held at a time that is convenient for the instructor. Individual make-up exams could be in an essay, short answers or multiple-choice questions formats – or any format chosen by the instructor. Your personal attendance might be required to sit for the make-up exam.

B. Forum Discussions

For each week, there will be an assigned discussion forum. The forum aims to debate and discuss a question that addresses an issue related to the chapter’s subject. Students are expected to actively participate in the online forum discussions, in order to interact, reflect, exchange ideas, and expand their knowledge base. There will be 7 forums in total and each will be assessed separately. The total assessment of the forum discussions will account for the top 5 individual forum scores – averaging up to a grade out of 100.

First, students should post an initial contribution that answers the forum question. The initial contribution should be posted during the first three days of the assigned period. The initial contribution will be assessed based on its content, demonstrated analytical thinking and references used. Second, the student should actively collaborate and respond to other posts throughout the assigned period. At a minimum, the student should reply thrice to others – in addition to the initial contribution. The collaboration will be assessed based on content and engagement, demonstrated analytical thinking and references used. In addition, the student will be assessed based on the quality of writing. The quality of writing will be assessed based on clarity and mechanics and organization.

The following is the breakdown of each forum discussion assessment:

Assessment Category	Assessment Criteria
Initial Contribution (45%)	Content Contribution (20%)
	Analytical Thinking (20%)
	References (5%)
Collaboration (45%)	Content Contribution and Engagement (20%)
	Analytical Thinking (20%)
	References (5%)
Quality of Writing (10%)	Clarity and mechanics (5%)
	Organization (5%)

For more details on how to maximize your score, please refer to forum discussion rubrics. The rubrics can be located under the Policies & Guidelines section of the course website.

C. Extra-credit Assignments

During the semester, you will have the opportunity to submit two assignments in order to improve the grades of the two midterm exams. Each assignment will contribute up to 10 additional points, based on the quality of the essay. The two assignments are optional and will be in an essay format. Submission dates of both assignments will be the end of next week after the examination date. Late submissions are strictly not accepted. You are required to submit the essay through the Dropbox tool on the course website

Learning Goals Met by This Course

COURSE-SPECIFIC LEARNING GOALS

The aim of this course is to provide students with a robust understanding of HR practices and issues. In addition, the course targets building awareness and appreciation of the link between HR practices and their role in achieving a competitive advantage. Students who successfully complete this course should demonstrate an understanding of:

1. The context and challenges of HRM and its role as a strategic function and set of practices within organizations.
2. How HR practices should be aligned with each other and with the internal and external environment of the firm.
3. How to conduct HR planning to ensure that the right quality of talent with the right quantities are available at the right time.
4. The process of recruiting and selecting employees to attract and attain the right talent.
5. The process of training and developing employees to ensure that they acquire the right competencies for current and future positions.
6. The process of performance management to assess employees' productivity and behaviors and to ensure continuous improvement of employees' performance.
7. The process of designing and implementing compensation packages – including incentives and benefits – that help in attracting, motivating and retaining talent.
8. How to ensure that employees are healthy and safe – from an ethical-obligation perspective and from a legal compliance perspective.
9. How to manage employee relations – especially when it comes to labor unions.

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

Requirements & Expectations

- Students are expected to read all the required readings and cover the chapter's lecture early on during the assigned week for each chapter. This increases the learning experience throughout the duration of the chapter's week and elevates the interaction level among students within the chapter's discussion forum.
- Students are expected to actively participate in discussion forums to fulfill the learning outcomes of classes. Remember that discussion forums are assessed and contribute to your final grade!
- Students are asked to check Canvas frequently – at least every 24 hours. Course material including additional readings, media, useful links, and announcements will be added regularly and will enhance your learning experience.
- All required materials for the course are subject to formal assessment, even if they were not covered in the lecture. Remember that the instructor is merely a facilitator of your learning experience. Attaining the utmost knowledge of the course subjects is highly dependent on individual effort and peer involvement.
- For every 3 credits of study, students should expect to commit at least 100 hours of their time for coursework, self-study, and revision.
- The instructor will continuously provide feedback and whenever a student requests help. Students are encouraged to contact their instructor for one-on-one sessions if needed.
- Students are expected to behave in a professional manner. Failing to do so will affect your forum discussion grade. The following are some guidelines:
 - Students are expected to participate in the chapters' forum discussions on time with adequate quality and quantity of replies.
 - Revise your work before posting your initial contribution and replies as you will not be able to modify your post once you submit it.
 - Add something new to justify your position when posting in the forums. Do not only post if you agree or don't agree with your peers' replies. Instead justify your comment by appropriate references, analysis, and linkages.
 - Students are expected to behave ethically and respectfully towards their instructor, teaching aids, and peers.
 - Misconduct in chapters' forum discussions, chatting and other forums and forms of communications will not be tolerated.
 - Make sure not to use all capital letters while replying to your peer. In case you want to emphasize a keyword or a point, use italics, bold or asterisks.
 - For further information on discussion forum's rubrics and how to behave ethically and professionally in an online course, please refer to the guidelines on the course website.

University Guidelines and Resources

Academic Honesty

Students are expected to abide by Rutgers's Academic Integrity Policy and Code of Student Conduct. Acts of cheating, plagiarism, forgery, fabrication or misrepresentation are not tolerated and will be dealt with according to the university policies and procedures. If you have doubts concerning committing a potential act of academic dishonesty, please contact the course instructor for advice. Moreover, you are advised to check the websites of the Office of Academic Integrity at <http://academicintegrity.rutgers.edu/>, and the Office of Student Conduct at

<http://studentconduct.rutgers.edu/>. Alternatively, you can refer to the undergraduate catalog section for academic integrity at http://catalogs.rutgers.edu/generated/nb-ug_current/pg1370.html, and the section for the code of conduct at http://catalogs.rutgers.edu/generated/nb-ug_current/pg1373.html.

In addition, the Undergraduate Program has a strict policy concerning any form of cheating (including cheating incidents at exams and plagiarism). The following is the **Undergraduate Program Policy on Cheating:**

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.

Original Grade	Grade After Deduction for Cheating
A	B
B+	C+
B	C
C+	D
C	D
D	F

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.

The 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.

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>

Communication Guidelines

When corresponding with your instructor and classmates through email or discussion forums, please take the time to be grammatically correct and use a positive tone. Please also refrain from using all CAPITAL LETTERS, as this is often interpreted as shouting. Treat your instructor and fellow students with respect at all times, and in all communications.

Please refer to the [SMLR General Netiquette Rules](#)  for online communication.

Schedule

The tentative schedule is online and in the Canvas course. Please make sure your calendar is updated with the important dates for the course (exams, due dates, etc.).

Academic Integrity Contract

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://studentconduct.rutgers.edu/disciplinary-processes/university-code-of-student-conduct/> for details regarding the Student Code of Conduct. Please see <https://policies.rutgers.edu/sites/default/files/10.2.13-current.pdf> for details regarding the Rutgers University 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 <https://policies.rutgers.edu/sites/default/files/10.2.13%20-%20current.pdf> 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.

The recommended sanction for those who cheat on an exam or plagiarize is the reduction of one letter grade and a zero on either the assignment or exam. Some infractions may result in expulsion from the University. All infractions will be reported to the Rutgers University Office of Student Conduct.

I, _____ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University. 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, Program Director, Department Chair, or Dean.

Student Signature: _____ Date: _____

Student Name (Please Print): _____

Rutgers University ID: _____