

Introduction to Human Resource Management Spring 2023

Course number 37:533:301:03
Thursdays 10:20 - 1:20
Classroom JLB 003
Instructor: Bill Kane
Office: 215F JLB
Office Hours: By Appointment (Tuesday, Wednesday or Thursday) and/or virtually as arranged
Quick Meets: Before class
E-mail: william.kane@rutgers.edu (This is the best way to reach me.)

Teaching Assistant: Alexis Higginbotham
E-mail: alh235@scarletmail.rutgers.edu

Course Site: (Canvas): <https://canvas.rutgers.edu/>

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 goals 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 progress in this course
- Evaluate students' performance with fairness
- Treat each student with respect and dignity

Class Materials

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

Your purchase/reading of this text is highly recommended as it serves as an anchor point for most lectures.

In addition to the text, articles, cases, and/or exercises will also be provided in class. We will also be utilizing the [Canvas](#) learning management system to access learning materials, pre-and-post class presentations, 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.)

Content Delivery

This course is delivered Face-to-Face in a classroom.

Grading and Course Requirements

Assessments

Activity	Possible Points
Test 1	100
Test 2	100
Test 3	100
Test 4	100
Test 5	100*
Individual Research Project	50
Attendance and Participation	50
Optional extra credit using current event	25
Total Possible Points	525

*The lowest of the 5 test grades will be dropped when determining the final grade

Grading Correlation

Total Points for the Semester	Percent Achievement	Grade Earned
450 or higher	90 - 100	A
425 - 449	85 - 89	B+
400 - 424	80 - 84	B
375 - 399	75 - 79	C+
350 - 374	70 - 74	C
300 - 349	60 - 69	D
299 or less	Equal or less than 59	F

Tests

There will be 5 non-cumulative tests. The common test format will be “true” or “false,” multiple choice, or fill-in the blank questions. For these tests, you are responsible for ALL assigned readings scheduled before the test, my lecture notes, handouts, and any other course material (e.g., articles, guest lecturers, videos, class activities).

The lowest of the five test scores will be dropped at the time your final grade for the course is determined.

Test Procedures

- All tests will be in class. All tests must be completed in class. No exceptions.
- All tests are “closed book” and under direct teacher supervision.

- You are expected to complete your test UNAIDED. Failure to do so will be considered a violation of the university's academic integrity policy and its potential disciplinary procedures.
- All/most tests will be administered through Canvas. Tests should only be systemically accessed when advised.
- All of your personal belongings and any class materials must be stowed away and out of site during the tests.
- If a class is cancelled that impacts a test date, an announcement will be made in Canvas.
- Any questions or appeals about test content or your scores must be made in writing via e-mail within 7 days after the test grades are given to students. Tests will be kept by me.

Make-up policy: The dates of the tests are noted on the course agenda. A test grade of zero (0) will be assigned to any student who is absent. *Only excused absences will be considered for a makeup up exam per Rutgers University policy-approval.* Examples 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.

For those providing an approved absence notice from the university, make-up tests will be administered as soon as possible with agreement/coordination with the instructor.

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

Individual Research Project Summary

This topic will be further covered in our initial classes. Specifically, 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 *and commentary/impressions* in writing. Keep the name of the interviewed individual and their company anonymous. Your submission should not exceed three (3) typed, double-spaced pages (approximately 800-900 words).

* Company should have a Human Resources department

In class, we will discuss/finalize the due date for this project. Late submissions will cause a 5-point deduction for each day late. You will have one week beyond the due date to receive any partial credit for assignments.

Attendance

You should consider your attendance at each class as mandatory.

Regularly attending class is important for you to do well on the test, as materials will be covered outside of the text. Your attendance is also 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 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

Participation is factored into your grade:

- 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 experience, 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, as well as its topic.

An agreed-upon extra credit assignment - worth up to 25 points - will focus upon a current talent management event/headline/trend in the marketplace and HR’s role/influence upon it. (At the time of this writing, examples would include: a looming nationwide rail strike, the impact of inflation on wages, the “cooling-off” of the “Great Resignation,” mandated wage transparency in NY state, etc.)

Submitted assignments should not exceed three (3) typewritten, double-spaced pages (approximately 800- - 900 words). The submission may be made in Canvas. It should be submitted no later than April 27th. One extra credit assignment is allowed.

Outside references should be used and properly cited. Submitted papers will be subject to Turnitin verification.

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

As applicable, 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.

HRM: 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). **Test 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 (date)	Topic	Suggested Readings/ Assignments Due
Week 1 (1/19)	Syllabus Review; Intro to HRM Chapter 1 overview Individual Research Project assignment	
	Human Resource Challenges	
Week 2 (1/26)	Business & HR Strategy: - Managing Employees for Competitive Advantage - Org. Demands and Environmental Influences	Ch. 1, 2 Acad. Integrity Agreement due
Week 3 (2/2)	Regulatory Issues	Ch. 3
	Work Design and Workforce Planning	
Week 4 (2/9)	Job Design and Analysis	Test #1 (Ch. 1-3); Ch. 4
Week 5 (2/16)	Workforce Planning	Ch. 5
Week 6 (2/23)	Team-building/Leadership: SCORE (Kane)	Individual Research Project due
	Managing Employee Competencies	
Week 7 (3/2)	Discussion of Individual Research Projects Talent Recruitment	Test #2 (SCORE & Ch. 4-5); Ch. 6
Week 8 (3/9)	Talent Selection	Ch. 7
March 11 - 19	Spring Break	
Week 9 (3/23)	Learning and Development	Ch. 8
	Managing Employee Attitudes and Behaviors	
Week 10 (3/30)	Performance Management	Test #3 (Ch. 6-8); Ch. 9
Week 11 (4/6)	Compensating Employees/ Incentives and Rewards	Ch. 10, 11
	Special Topics	
Week 12 (4/13)	Culture First (Kane)	Test #4 (Ch. 9-11);
Week 13 (4/20)	Labor Unions and Employee Management;	Chapter 13 Extra credit deadline: 4/23
Week 14 (4/27)	Leading Organizational Change (Kane)	
Spring Exams (May 4 – 10)	Test 5	Test #5 (Workplace Climate, Ch. 13, WC, Org. Change)

