

COURSE SYLLABUS
Introduction to Human Resource Management
Summer 2021
Course Number 37:533:301:B1
Online Course

Instructor	Douglas Coffey
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Live Required Classes (Virtual)	Tuesdays and Thursdays, 3:30 pm to 4:30 pm, Eastern Time
Live Optional Office Hours (Virtual)	Tuesdays and Thursdays, 2:15 pm to 3:15 pm, Eastern Time
Learning Management System	Canvas

Course Description

While many of the tasks associated with human resource management are centered in the Human Resources Department, all managers have HR responsibilities. This course will cover the broad range of topics associated with HR management from the perspective of the HR professional, the manager, and the employee. This course serves as the base course in both the undergraduate HRM major and minor. It will also serve to familiarize students who hope to become managers or team leaders during their careers with some of the issues they will have to deal with, such as staffing, motivating, and developing team members.

SMLR Learning Objectives

This course is designed to help students attain the following SMLR learning objectives:

V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on, work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

VII) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce high-quality executive summaries

Text

Human Resource Management, Managing Employees for Competitive Advantage by David Lepak and Mary Gowan, Chicago Business Press; fourth edition (2019), ISBN-13: 978-1948426084

Other Readings

Available through the Library—Business Week, Fortune, New York Times, Wall Street Journal, and other sources.

Course Methodology

Lectures, discussion, readings, group activities, and student presentations. We will also use PowerPoint, Excel and the Internet.

Team Exercises and Demonstrations

You will be assigned to various teams throughout the course. Your team will be asked to demonstrate some of the techniques and skills learned to the class during assigned sessions. We will review the requirements you need to meet through these exercises and demonstrations, and your performance will count toward your course grade.

Schedule

DATE	Module	TOPIC	TEXT
6/1	1	Managing Employees for Competitive Advantage	Chapter 1
		Organizational Demands and Environmental Influences	Chapter 2
6/3	1	Regulatory Issues	Chapter 3
6/8	2	Job Design and Job Analysis	Chapter 4
6/10	2	EXAM I - CHAPTERS 1,2,3 & 4*	
		Workforce Planning	Chapter 5
6/15	3	Recruitment Selection	Chapter 6 Chapter 7
6/17	3	Learning and Development	Chapter 8
6/22	4	EXAM II - CHAPTERS 5,6,7 & 8*	
		Performance Management	Chapter 9
6/24	4	Performance Management	Chapter 9
6/29	5	Compensating Employees	Chapter 10
		Incentives and Rewards	Chapter 11
7/1	5	Employee Benefits and Safety Programs	Chapter 12
7/6	6	Labor Unions and Employee Management	Chapter 13
7/8	6	Course Wrap Up/Team Demonstrations EXAM III - CHAPTERS 9,10,11,12 & 13*	

*Including articles as assigned

Week 1 begins on June 1. During Week 1, we will begin the following weekly course components that we will use each for each module:

Live Class Lectures – Tuesdays and Thursdays from 3:30 pm to 4:30 pm US Eastern Daylight Time - Mandatory live interactive lectures you are required to attend via WebEx meeting software. **Attendance will be taken at each session and counted toward your Attendance and Participation grade.**

You will receive a message in Canvas with the WebEx link to attend the class sessions.

Prior to the session be sure to [activate your WebEx account \(Links to an external site.\)](#) . And in the process, you will be prompted to download the Cisco WebEx app. Please download and install the app.

Pre-recorded Class Lectures – Weekly pre-recorded video lectures posted each week for you to view and help you learn the course material. The material covered will be related to the required live class session, and the live and prerecorded lectures will reinforce the learning for the week.

Assignments (Graded) - Weekly assignment on module material that needs to be submitted as directed in text box or dropbox.

Discussions (Graded) - Asynchronous discussion board among the students and me based on four questions on the weekly material. Students post responses and interact with others through a virtual discussion board.

Quizzes (Graded) – Weekly check on terms, concepts and calculations from the weekly module.

Team Exercises and Demonstrations (Graded) - You will need to continue to work in your teams virtually. To help you connect, you can also use **Big Blue Button** to help you meet and present. You should collaborate with your project team members using the Canvas project teams set up for you under People. (Teams will be set up in second week of class.) **Any student with equipment or connectivity issues will need to address them with the instructor at the beginning of the semester to make alternate arrangements for the team exercise and demonstration.**

Live Conferences – Virtual Office Hours (Not Required but Strongly Recommended) - Tuesdays and Thursdays, 2:15 am to 3:15 pm, Eastern Daylight Time, serve as virtual office hours to discuss the weekly material and address other concerns. These conferences use **Big Blue Button**, a videoconferencing application available in Canvas. You will receive an email invitation and link to the conference each week. Please see the tutorials to use this application under **Resources to Help You Transition to Online Learning**. You can also use **Big Blue Button** to schedule an individual appointment with the instructor.

The grading weights for this course are as follows:

Grading Components	% of Course Grade
Exam I	15%
Exam II	15%
Exam III	15%
Weekly Assignments	15%
Weekly Discussion Posts	10%
Weekly Quizzes	10%
Team Project	10%
Attendance and Participation (in WebEx live class sessions)	10%
Total	100%

Grading Scale

A	90 - 100
B+	85 - 89
B	80 - 84
C+	75 - 79
C	70 - 74
D	60 - 69
F	0 - 59

No extra credit projects will be given at any time during the semester.

You will need to bring a calculator to each class session including the three exams. (A simple one that does basic arithmetic will be sufficient.)

To help you get started, please review the other aids in **Learning Support Resources** posted in Canvas before the Week 1 module. These tools and resources will help you become acclimated to the way this online course works and prepare you to continue the course online with the weekly module format.

Attendance and Participation

The attendance and participation grade is comprised of 40% attendance and 60% class discussion/exercise responses. Everyone begins with 8 out of the total possible 10 points. Points can be gained for insightful contributions to class and perfect attendance, and points can be lost for absenteeism, being unprepared, and misconduct during class. For each class session, you are expected to have read the assigned reading and pre-work for that particular session, stay for the full session, and be prepared to discuss topics in class. **Attendance at every class is required.**

Professionalism Policy

- **Phones, PDA's, and similar electronic devices are not to be used in class.** Please make sure these are turned off and put away before class begins. No email, texting, tweeting, etc, or web surfing will be allowed in this class out of respect for others.
- **Students arrive on time.** On time arrival for Webex live classes ensures that classes are able to start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
- **Students are fully prepared for each class.** Much of the learning takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. Lack of preparation affects not only the individual, but their peers who count on them as well.
- **Students are responsible for all administrative announcements** including any changes announced on Canvas.
- **Special Needs.** Special needs student and wish to be granted special accommodations, please notify the instructor.

Special Needs Accommodations

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the [Registration form](https://webapps.rutgers.edu/student-ods/forms/registration)(<https://webapps.rutgers.edu/student-ods/forms/registration>).

Examinations

Three exams will cover all course material, including lectures, discussions, exercises, and readings. Each exam will cover approximately one-third of the course material. The exams will be non-cumulative. **The exams will be open book and accessible in Canvas.**

Make-up Policy

The dates of each of the three 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 (verified with a note from a doctor or medical facility), inclement weather (only when the Rutgers Information Service, 732-932-INFO, indicates that Rutgers is closed), when I as the instructor email the class announcing that class is suspended, or other critical circumstances such as a death in the family.

Please make sure to contact the instructor immediately upon learning you will not be able to make an exam session. A make-up exam will be held at a time that is convenient for the instructor. An officially cancelled examination will be held at the next regularly scheduled class period.

Academic Integrity

We in the School of Management and Labor Relations take academic integrity very seriously. Violations include: cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity. Please consult the university's Academic Integrity Policy summarizes the student's obligations below.

<http://academicintegrity.rutgers.edu/academic-integrity-policy/>

Academic Integrity Contract

(To be signed and uploaded in dropbox as directed in 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/sites/policies/files/00011251.PDF> for details regarding the Student Code of Conduct. Please see <http://policies.rutgers.edu/sites/policies/files/10.2.13%20-%20current.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/sites/policies/files/00011251.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.

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: _____