

Introduction to Human Resource Management

Spring 2026

37:533:301, Section 05

Course Meeting Information

Time: Thursdays, 2:00 pm – 5:00 pm

Place: Livingston Campus, Beck Hall, Room 251

Note: This class will be held in-person only.

Instructor Contact Information

Instructor: Youjeong Song

Office: Janice H. Levin Building, Room 210

Office Hours: Thursdays, 9:00–10:00 am; and by appointment

E-mail: youjeong.song@rutgers.edu

Teaching Assistant Contact Information

Name: TBD

Office: TBD

Office Hours: TBD

E-mail: TBD

Course Description

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.

General Course Plan This course will be held in-person and offered in a synchronous mode, with all instruction and assignments posted online. We will mainly communicate through **Canvas**, and I encourage you to check Canvas regularly for announcement and updates. You may also email me at any time. Please write “301” in the subject line to facilitate a timely reply.

Classroom Guidelines

1. Arrive to class on time and prepared. *If you foresee any regular scheduling issues in arriving to the class on time, please see me.*
2. **Cell phones are strictly prohibited.** Silence all cellphones and other electronic devices once in the classroom. Please minimize all distractions for other students; this includes engaging in non-relevant course work during class time.
3. Be thoughtful and respectful in your comments to others during discussion.
4. Pay attention and actively contribute to the course discussion and activities.
5. Leave a clean space.

Course Materials

Required Course Materials	All class material, including PowerPoint slides for the lectures, required article readings, video and podcast content, announcements and assignment instructions will be posted on the course's Canvas website: https://canvas.rutgers.edu/ (use your Net ID and password). Access to these documents will be provided prior to class time on Canvas.
Optional Textbook	<i>Fundamentals of Human Resource Management for Competitive Advantage</i> by Mary Gowan (5 th edition), Chicago Business Press, 2022. ISBN-13: 978-1-948426-31-2.
Optional Course Materials	All other additional course materials, such as links to videos and articles and PDFs, will be provided in the relevant module section of the course. This is an optional work, so this will not be graded.

Assessment and Grades

Attendance & Deadlines	Attendance Requirement & Penalties Students are expected to show up to class. However, I understand that life happens, and so each student will be allowed one no-questions-asked absence. Students are responsible for any missed content. Beyond this provided absence, if you are ill, please notify me as soon as possible but do not come to class. Additional absences will be dealt with on a case-by-case basis.
Late Assignments	No late work will be accepted for any assignment unless the student has notified me at least 48 hours in advance of any time conflict. If I receive prior communication from you and you submit an assignment late, the assignment will be penalized at the rate of 10% per day that it is submitted past the due date/time.
Use of Generative AI Tools	Generative AI can do a lot for you, with two notable exceptions: it can't think for you or be you. A primary method of evaluating your learning in this class is through class engagement and critical thinking.

I expect you **only to use AI for information collection purposes**. Further instructions for using AI tools for your assignments will be provided with more details, but here are basic caveats:

- AI should only be considered a starting point. You may use AI tools to collect information about certain cases or phenomena of interest, but this should not be the end product you submit.
- If AI is used on a permitted assignment, it must be cited appropriately, and the prompt must be noted in the bibliography. Provide your prompt and the initial responses from AI at the end of your submission.
- If you **use AI and do not state it**, it is considered **Plagiarism**, and **Plagiarism may result in a zero for the assignment**.
- AIs do not always generate accurate information. You must crosscheck the validity of sources of information when using AI.

Grading

Activity	Points	Percentage
Attendance and Participation	50	10%
Post-Course Quizzes	50	10%
In-class Small Group Case Analysis (2)	150 (75 for each)	30% (15% for each)
Writing Assignment	50	10%
Midterm Exam	100	20%
Final Exam	100	20%
Total	500	100%
<i>Optional Writing Assignment (Extra Credit)</i>	25	5%

Final course grades are based on the following scale. I retain the right to lower the scale (in your favor) but will never raise the scale.

Percentage	Points	Letter Grade
90% or above	450-500	A
85-89.9%	425-449	B+
80-84.9%	400-424	B
75-79.9%	375-399	C+
70-74.9%	350-374	C
60-69.9%	300-349	D
59.9% or below	299 or below	F

Requirement

- 1. Attendance and Participation (10%)**

Your grades will be based largely on your active participation in class. Participation grades are based on your contributions to the classroom and your individual learning. Quality contributions to the course offer relevant perspectives, engage other's comments, move discussion forward, and tie concepts together.

Also, you will have multiple small group discussions or activities during the class. You are expected to share your perspectives, ask thoughtful questions, and collaborate with your classmates to deepen collective understanding and come up with more refined answers or analysis during the class.

Each unexcused absence will result in a 5-point deduction from the attendance score. Students with frequent unexcused absences, consistent inattention during class, or multiple late submissions are likely to receive a lower attendance and participation grade.

Participation grades will be assigned at the conclusion of the term and may adjust your final course grade upward or downward depending on the extent to which you fulfill these expectations.
- 2. Post-Course Quizzes (10%)**

You will complete **10 post-class quizzes** online via Canvas. Each quiz will be due by **11:59 pm, Friday**. You will have one hour to complete each quiz.

The purpose of the quiz is to reinforce and help you retain the material from the previous class. Each quiz will include **5 questions** total, and the material will focus on PowerPoint slides and required readings for the previous class. The quizzes are open-book, you are allowed to use your textbook. You are not allowed to discuss questions with other students or share answers. Questions must be completed individually. You are **allowed to take a quiz two times, and a higher score will be kept.**
- 3. In-class Group Assignment & Presentation (15% each)**

Throughout the semester, you will complete two in-class group assignment with your assigned team (15% each). Teams will be pre-selected and announced during the third week of class.

Each case/assignment will be posted and announced on Canvas two weeks prior to the scheduled session. You are expected to review the case thoroughly in advance, as there will be a short **pre-class quiz during the first 5 minutes of class to check preparation** (closed-book). Failure to prepare in advance will make it difficult to contribute meaningfully to your team's work and discussion.

You will work with the team for 90 minutes and create a presentation slide and share your results with the class for the next 60 minutes (presentation order/time will be announced in class).
- 4. Writing Assignment (10%)**

You will complete and submit **one writing assignment** via Canvas. Further information and a detailed grading rubric will be provided on Canvas. The guidelines regarding the use of generative AI tools will also be detailed in the instructions. This assignment is worth a maximum of 50 points. Your submissions will be sent to TurnItIn to be electronically reviewed for plagiarism (cheating). Examples of plagiarism include taking someone else's work and passing it off as your own (either by quoting lengthy portions of the articles or copying from a peer's work) or submitting copied and pasted content from generative AIs.

5. Midterm and Final Exams (20% for each)

You will take two exams – Midterm and Final. These exams will cover all course material, including lectures, discussions, exercises, and readings. The exams are in **multiple-choice, true/false, and fill-in the blank formats** and are **non-cumulative**. Both exams will be held in the classroom, so you should be present on exam days.

Make-up exams policy

Only excused absences will be considered for a makeup up test per Rutgers University policy-approval. For those providing an approved absence notice from the university, make-up tests will be administered when all students who need to make up the exam can be present. **Make-up exams are in essay/short-answer format. All make up exams must be completed within one week of the scheduled exam.**

6. Optional Assignment (Up to extra 5%)

This assignment is optional. This extra credit assignment will be a written report about course material. The due date is **May 9th**, and the submission date is firm – **late submission will not be accepted and there is no exception**. Further information and a detailed grading rubric will be provided on Canvas.

Additional Course Guidelines

Learning Goals . 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

- 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

- 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

Technology Use

Students are allowed to use laptops or tablets/iPads during class time. The use of this technology should be for course purposes only (e.g. taking notes, viewing lecture slides). If technology use becomes a distraction, we will move to a no technology policy.

Communication

It is the student's responsibility to monitor emails regularly about class-related information. Canvas will be my primary means to communicate with the class outside of regular course hours. If a student has an immediate concern or question, email is the best way to contact me. I will do my best to respond to all student emails within 24 hours (48 hours on weekends).

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 TA 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>

Media Policy

The recording and transmission of classroom lectures and discussions by students is prohibited without written permission from the class instructor. If permission is granted, all students in the class - as well as guest speakers - must be 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.

Course Schedule

Note. Please note that dates are tentative and subject to change. All required readings will be posted on Canvas. **Exam dates are firm.** I will communicate any alterations on Canvas and via email with students in advance.

Module	Date	Topic	Optional Textbook Reading	Assignment(s) due
Week 1	January 22	What is HRM? & HRM Trends	Textbook Ch. 1	
Week 2	January 29	HR Challenges	Textbook Ch. 2	* Post-class Quiz 1 due by 11:59 pm January 30
Week 3	February 5	Job Design and Analysis	Textbook Ch. 4	* Post-class Quiz 2 due by 11:59 pm February 6
Week 4	February 12	Workforce Planning and Recruitment	Textbook Ch. 5 & 6	* Post-class Quiz 3 due by 11:59 pm February 13
Week 5	February 19	Selection	Textbook Ch. 7	* Post-class Quiz 4 due by 11:59 pm February 20
Week 6	February 26	Legal Issues	Textbook Ch. 3	* Post-class Quiz 5 due by 11:59 pm February 27
Week 7	March 5	<i>In-class group assignment & presentation</i>		
Week 8	March 12	Midterm Exam		
Week 9	March 19	Learning and Development	Textbook Ch. 8	* Post-class Quiz 6 due by 11:59 pm March 20
Week 10	March 26	No Class – Spring break		
Week 11	April 2	Performance Management	Textbook Ch. 9	* Post-class Quiz 7 due by 11:59 pm April 3
Week 12	April 9	Compensation	Textbook Ch. 10	* Post-class Quiz 8 due by 11:59 pm April 10
Week 13	April 16	Retention	Textbook Ch. 11 & 12	* Post-class Quiz 9 due by 11:59 pm April 17
Week 14	April 23	<i>In-class group assignment & presentation</i>		* Writing Assignment due by 11:59pm April 22
Week 15	April 30	Separation		* Post-class Quiz 10 due by 11:59 pm May 1
Week 16	May 7	Final Exam		* Optional Assignment due by 11:59 pm May 9