

# Introduction to Human Resource Management

## Spring 2025

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**Virtual Office Hours:** Wednesdays at 3:30pm and Thursdays at 10:30am Eastern Standard Time; By appointment.

### 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.

### Course Delivery Format

**This course runs from January 21, 2025 through May 14, 2025.** It is delivered *entirely* online through the Learning Management System, Canvas. There will be no Face-to-Face, in-person classroom sessions, except for an optional virtual "meet your professor and classmates" live Zoom session.

The course is delivered in *asynchronous* mode. This means the learning activities and communication takes place outside of real-time. You do not have to log in at any specific scheduled time; you log in at your convenience. However, there may be times, if you're working in groups on an assignment, you would need to set up a live session via the **Canvas Conferences, WebEx, or ZOOM.**

**Note:** Even though you don't need to log in at any specific time, **you are required to adhere to all course work due dates.**

### Course Specific Learning Goals

Upon completion of this course, students should be able to demonstrate:

- I. Identify the basic functions of human resources management (e.g., staffing, training and development, legal compliance, compensation and benefit administration, safety and health) and interpret their effect on an organization's success.
- II. Apply ethical and social considerations in the implementation of human resources functions.
- III. Conduct a basic job analysis and apply this understanding of job requirements to other human resource management systems such as selection, performance appraisal, and compensation.
- IV. Critique existing HR policies, procedures, and protocols for an organization and effectively communicate reasonable solutions.

- V. Analyze organizational challenges and devise effective and ethical strategies and solutions.
- VI. Demonstrate the ability to collaborate and work effectively within diverse teams, recognizing the importance of teamwork in achieving common goals.

### **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

### **Class Materials**

**Required Materials:** Human Resource Management, 17th edition (2023) Author: Gary Dessler, Publisher: Pearson.

- You will need to register and purchase the eText as well as the MyLab through Pearson.

**Supplemental Materials:** Lecture videos, multimedia, and any supplemental materials to enhance textbook readings are provided in the Readings, Multimedia, and Lecture sections of each Module.

### **Computer and Other Technology Requirements**

- Access to the internet
- Reliable computer
- Headphones/Headsets - recommended
- Webcam - optional
- Microsoft Word
- [Basic Computer Specifications for Canvas \(Links to an external site.\)](#)

For convenience, you can also download/install the Canvas Student App for Android or iOS devices.

### **Grading Structure**

<b>Grading Components</b>	<b>% of Final Course Grade</b>
Module Quizzes	30%
Exams	30%
Discussion	20%
Simulations (Mini Sims)	10%
Case Studies (Group Work)	10%
<b>Total</b>	<b>100%</b>

### **Module Quizzes**

There will be 13 module quizzes. To complete the chapter quizzes successfully, be sure to complete the assigned readings, view lecture, lecture notes, and any of the related course materials provided in each week/module.

- A grade of zero (0) will be assigned to any student who does not complete the quiz. The three (3) lowest quiz grades will be dropped, therefore, if you miss a quiz or two and receive a zero, this will not be counted against your grade. For this reason, there are no make-ups permitted.
- You have 1 hour to complete each quiz.
- All quizzes are open notes. You are allowed to use any notes, class materials, or other resources during the assessment.

### **Examinations**

There will be 2 non-cumulative exams. You are responsible for ALL assigned readings scheduled before the exam, my lecture notes, handouts, and any other course material (e.g., articles, videos, class activities). Please note that I will not be dropping any exam grades.

- You will have 2 hours to complete each exam.
- All exams are open notes. You are free to use any notes, class materials, or other resources during the assessment.

#### **Make-up Policy for Exams:**

Unless prior arrangements have been made or unforeseen circumstances arise, you are required to take the exam on the scheduled date as indicated in the syllabus. Failure to do so will result in a zero for the exam

### **Discussion Boards**

You have the opportunity to participate in 12 Discussion Forums. The lowest 2 scores will be dropped. The Introduction Forum is not graded but it is a required activity.

### **Simulations (Mini Sims)**

Mini Sims are short, branching business simulations that offer an active learning experience and improve students' understanding and retention of course concepts by:

- Asking students to use and apply course concepts to make a series of decisions centered around real-world business scenarios.
- Demonstrating the impact of student choices in each business scenario in real time, encouraging the development of critical thinking and decision-making skills.
- Helping students understand how different areas of a business interact and how the choices that each employee makes impact other areas of the organization.
- Promoting student engagement with immediate feedback at every decision point and a report at the end of the simulation, as well as a friendly, accessible navigation and user interface.
- A grade of zero (0) will be assigned to any student who does not complete the Mini Sim. The two (2) lowest simulation grades will be dropped, therefore, if you miss a Mini Sim or two and receive a zero, this will not be counted against your grade. For this reason, there are no make-ups permitted.
- There is no time limit for Simulations.

### **Case Analyses (Group work):**

Case studies provide a valuable and practical understanding of how certain concept HR policies are implemented in real-life situations. They offer insights into the importance and benefits of these policies in organizations. HR policies play a crucial role in creating a framework for managing employees and ensuring consistency in decision-making. They cover various aspects such as *recruitment*, *employee development*, *performance management*, and *employee welfare*. Each case study focuses on a specific company, providing background information about the organization and its critical issues, problems, or concerns. The scenarios provided are usually complex situations and may have several possible resolutions.

Your group's task will be to analyze the case using the details provided and applying principles you have learned in this course. You will be required to research the presenting issue(s) and think critically to uncover possible solutions, developing and deliberating conflicting analytical positions and alternatives, make suggestions, and propose the best, most realistic solution.

### **Email**

Communication in this course will take place via Canvas and your Rutgers email. Announcements posted on Canvas will go to your Rutgers email, therefore it is imperative that you check your email, messages, and announcements routinely to ensure up-to-date communication. Your Canvas Inbox is a private and secure text-based communication that occurs within a Course and among Course members. Users must log on to Blackboard to send/receive/read messages. You may use this feature to communicate with your classmates. To contact me, your instructor, please send an email to [kahlil.king@smlr.rutgers.edu](mailto:kahlil.king@smlr.rutgers.edu) from your Rutgers email address. I will not respond to any emails from your personal account.

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**

## **Student Code of Conduct**

You are expected to conduct yourself in a professional, responsible, courteous, and respectful manner at all times during the course. Offensive language, harassment, posting videos or other media that is not related to the course, and/or any other inappropriate behavior will not be tolerated. Your responses to discussion posts, or any other communication with your classmates and/or your instructor must be of the highest professional and respectable standard. Refer to Discussion Post Guidelines when communicating in your Canvas class.

## **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**

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 (see Documentation Guidelines on Canvas). If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you and your instructor with a Letter of Accommodations. Please discuss the accommodations with your instructors as early in your courses as possible. To begin this process, please complete the registration form online. I am happy to facilitate the process if you need me to. Just let me know.

Office of Disability Services

Lucy Stone Hall, Livingston Campus

54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: [dsoffice@rci.rutgers.edu](mailto:dsoffice@rci.rutgers.edu)
- Phone: (848) 445-6800
- Fax: (732) 445-3388
- <https://ods.rutgers.edu/>

**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.

**Additional Services**

Visit the Canvas page to access to information on how to receive extra support for (a) victim and mental health services, (b) academics, and (c) financial assistance (mainly emergencies).

**Rutgers Diversity Statement**

The Division of Student Affairs works to create an environment of **inclusion** which respects and affirms the inherent dignity, value, and uniqueness of all individuals, communities and perspectives. Our practices reflect awareness and understanding of the complexity of identity and the increasing interconnectedness of our world. It is our **responsibility** to promote and maintain a community of compassion, embracing the rich dimensions of **diversity**, and facilitating opportunities for understanding and the expression of both individual and shared truths.

**Course Structure:**

This course is structured in a weekly module format. A Module is a chunk of the course content broken out by usually topic. Each Module equates to a Week. Each week starts on a Monday and ends on a Sunday. Exceptions are the first the last week of the semester.

**Course Schedule:** The content of the course will be covered in the following sequence. Weekly information (objectives, readings, etc.) will be posted on Canvas.

Week	Module	Chapter(s)	Assignments due
Week 1	Welcome!	-	Discussion Board, Practice Quiz
Week 2	Intro to HRM	1	Discussion Board, Quiz Simulation (Mini Sim Practice)
Week 3	HRM & the Law	2	Discussion Board, Quiz Case Study (Group Work) #1
Week 4	HR Strategies	3	Discussion Board, Quiz Simulation (Mini Sim) #1
Week 5	Job Analysis	4	Discussion Board, Quiz Case Study (Group Work) #2
Week 6	Planning & Recruiting	5	Discussion Board, Quiz Simulation (Mini Sim) #2
Week 7	Selection	6	Discussion Board, Quiz Case Study (Group Work) #3
Week 8	Interviewing	7	Discussion Board, Quiz Simulation (Mini Sim) #3
Week 9	Spring Break	N/A	No Assignments Due
Week 10	Exam 1	1-7	Midterm Exam
Week 11	Training	8	Discussion Board, Quiz Simulation (Mini Sim) #4
Week 12	Performance Management	9	Discussion Board, Quiz Case Study (Group Work) #4
Week 13	Compensation	11, 12, 13	Discussion Board, Quiz Simulation (Mini Sim) #5
Week 14	Employee Wellbeing	14 & 16	Discussion Board, Quiz Case Study (Group Work) #5
Week 15	Retention & Separation	10	Discussion Board, Quiz Simulation (Mini Sim) #6
Finals Week	Exam 2	8-14 & 16	Final Exam