

Introduction to Human Resource Management

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Fall 2026 - Online

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Course Site: (Canvas): <https://rutgers.instructure.com/courses/419570>

Course Overview

This course will introduce and give an overview of 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

1. **Required Text: Human Resource Management with Pearson MyLab. Gary Dessler – 17th edition. This course is participating in the Rutgers First Day Program. This program provides you with access to your MyLab Management course on or before the first day of class. The cost of the MyLab Management subscription is included in your student bill and guarantees the lowest cost available. NO other purchase is necessary.**

This course is delivered *entirely* online through the Learning Management System, Canvas and Pearson MyLab. There will be no Face-to-Face classroom sessions. The course is delivered in *asynchronous* mode. This means the learning activities and communication take 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 when the instructor conducts a live chat session or a virtual office hour to address questions. **Even though you don't need to log in at any specific time, you are required to adhere to all course work due dates.**

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.

Course Structure, Workload Expectations & Why Weekly Activities Matter

This 3-credit online course is designed for steady, hands-on learning. Weekly tasks are short but meaningful, helping you build skills gradually and consistently. The course is organized into weekly modules. Each week begins on Monday and ends on a Sunday, except for the first and final week of the semester.

Each week, you are expected to complete the following core activities:

- Complete **readings** and watch **mini lectures** to grasp key concepts.
- Complete assigned Mini Sims and/or Mini Cases.
- Participate in assigned discussions throughout the semester.
- Complete **quizzes** to check comprehension.

Why These Activities Matter:

- Serve as your “class time” in an online format.
- Reinforce key concepts and improve retention.
- Directly support your performance on major assignments.
- Promote consistent engagement, stronger exam performance, and deeper human resources insight.

Student Responsibilities

Online learning requires a high level of discipline, dedication, and time management skills. While online learning offers you flexibility and convenience to learn from anyplace, you are still expected to adhere to all due dates.

You are expected to:

- Have access to a reliable computer and access to the internet.
- Log in to Canvas for your course daily.
- Check for any announcements, updates to the syllabus, assignments, and/or discussions, and respond accordingly.
- Read the textbook and other assigned chapter(s), materials, etc.
- Watch the lectures.
- Complete assignments and adhere to all due dates.
- In case of computer failure: Make sure you have an alternative plan of access to your Canvas course in case your computer crashes (it happens). An extra computer at home, your employer’s computer, or a computer in your local library could be some alternatives. Additionally, be sure to back up your important documents and assignments on a flash drive or other external device.

Use of GEN AI Tools

- This course requires you to complete various assignments that assess your understanding and application of the course content.
- You are expected to do your own work and properly cite sources you use.
- Unless a statement is included in the directions for an assignment, you are Not Permitted to use any artificial intelligence (AI) tools, such as chatbots, text generators, paraphrasers, summarizers, or solvers to complete any part of your assignments.
- Any attempt to use these tools will be considered academic misconduct.
- Students are expected to complete all work independently and without assistance of AI-generated content.
- If you have any questions about what constitutes acceptable use of AI tools, please consult with the instructor before submitting your work.

Grading and Course Requirements (Points may be adjusted as the semester progresses.)

<u>Activity</u>	<u>Points</u>
Exams (3) (Highest Score counts 2x)	400
Pearson MyLab- Mini Sims and Mini Case Studies (17- 10 Points each)	170
HR Challenges (Complete One from Group A and One from Group B – 75 Points Each)	150
Quizzes (14- 10 Points each)	140
Discussions (6- 15 Points each)	90
Total Possible Points	950

Percentage	Grade
90-100%	A
86-89.9	B+
80-85.9	B
76-79.9	C+
70-75.9	C
60-69.9	D
<59.9	F

Chapter Quizzes

Each week includes a chapter quiz designed to reinforce your understanding of key human resources concepts. Quizzes are low stakes but important: they help you check your comprehension, stay engaged with the material, and prepare for exams without cramming. Quizzes are open for the full week, and you may use your notes and readings. Because they serve as your “weekly class check-in,” consistent completion is essential for staying on track in the course.

Discussions

Discussion activities serve as an important component of engagement and learning in the online environment. Throughout the semester, students will participate in structured discussions designed to encourage the application of human resource management concepts to contemporary workplace issues and real-world scenarios.

Students are expected to post an initial response to the discussion prompt and engage with classmates by responding to their ideas. Discussions should demonstrate thoughtful analysis, application of course concepts, and professional communication. To facilitate more meaningful interaction, discussions will be conducted in smaller groups within Canvas. Students will only be able to view and interact with members of their assigned discussion group. Specific requirements, due dates, and grading criteria will be posted within each discussion assignment.

Because discussions serve as a substitute for classroom interaction in an online course, active participation is expected. Late discussion posts may receive reduced credit or no credit, as determined by the instructor.

Examinations

There will be 3 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, guest lecturers, videos, class activities). Please note that I will not be dropping any exam grades. However, your highest exam grade will count double towards your final grade in this course. *Each exam is worth 100 points, with your highest score counting twice, for a possible total of 400 points.*

Exam Procedures

1. All exams will be online via Canvas and we will use the Respondus Lockdown Browser. A Laptop is needed for exams. Details will be provided before each exam.
2. All exams are open notes. You are allowed to use any non-digital notes and class materials during the exam. You are NOT allowed to use any help from other people or students. This will result in academic integrity charges brought against you.
3. After everyone has completed the exam and you receive your grade you may schedule a time to discuss it, if needed.

Make-up policy: The dates of the three exams are noted on the course syllabus. An exam grade of zero (0) will be assigned to any student who doesn't take the exam without a legitimate excuse on the scheduled due dates. If I determine that a student should be allowed to make-up for an exam for a non-excused reason, there will be an automatic 20% penalty taken from the exam score.

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

Study Plan Tool

Within MyLab you will find a study tool to help you master the concepts associated with specific Learning Objectives you will encounter in your quizzes and exams. By working with the Study Plan, you can test your knowledge before, during, or after reading the assigned chapter. If you achieve mastery on any one objective, you can move on to those that require additional consideration. Your objective is to achieve "mastery" on concepts related to Specific Learning Objectives.

Mini Simulation Activities (Mini Sims)

This semester, you will be required to complete multiple Mini Sims for homework, which are an assignment found in Pearson MyLab. When working on a Mini Sim, you will be given a business situation or challenge and asked to make a series of decisions. As in any business situation, there are multiple approaches you can take, though there will always be the "best" choice, an "ok" choice, and a "not the best" choice. To provide you with an authentic, real-world business experience, the Mini Sims were designed with multiple decision choices that lead you down different scenario paths. You will be given specific feedback about the decision you made after each choice. You will also receive a score at the end of each Mini Sim based on your performance across all of the decision points.

Some Mini Sims are more difficult than others, and require some working knowledge of the subject matter before diving in. Make sure you read the chapter content prior to beginning the Mini Sim.

- Remember, there is an About this Simulation info box that walks through the details of the Mini Sim that you can reference at any time from within the sim.
- Remember to read the introductory slides to each simulation in order to gain a sense of understanding, as each scenario is different.
- Complete the Mini Sim after reviewing all relevant chapter material or learning the content through lectures.
- Please understand that there are best choices, ok choices and not the best choices, just like in the business world. You will perform best on the Mini Sim by reading each goal and question carefully and taking the time needed to get the correct answers. The simulation is based on theory and concepts and is not driven by personal opinion.
- Explanation of Grading:
 - Decisions made within the simulation earn students' points. The number of points possible depends on which path the student chooses throughout the simulation. The percentage score they earn from the simulation equals the percentage of assignment points that will be recorded in the grade book.
 - Within the simulation, each decision has a point value of 5 points (best choice), 3 points (an ok choice), 1 point (not the best choice) or 0 points (incorrect--usually for quantitative or ethically based questions), based on the level of correctness of each decision made by the student.
 - Each decision point contributes to the percentage that has been designated by the instructor as the assignment's worth. The number of points the student receives for each decision (0 to 5 points), is reflected on the final results page.

- Keep in mind that the maximum number of points for each decision does not equal 100 points, but instead, is only reflective of the level of correctness for each decision. It is important to remember that the maximum number of ‘in-simulation’ points (5 points for each decision) will not add up to 100 points total.
- For example, if a student selects all of the best choices for each decision, he or she will receive all possible points for that simulation, resulting in the student achieving 100% of the assignment points to be recorded in the grade book.

Mini Case Studies

For a given case, there are five questions, each worth 2 points each, which may include multiple choice, true/false, or fill in the blank. Upon completion of the closed-ended questions, the Case Study Library will update your grade in the gradebook.

Human Resource Challenges

Human Resource Challenges are applied learning assignments designed to help students connect course concepts to realistic workplace situations. Each challenge presents a human resource management issue requiring students to analyze a scenario, apply relevant HR concepts, and recommend practical solutions.

Seven (7) Human Resource Challenges will be available throughout the semester. Students are required to complete two (2) HR Challenges—one from Group A and one from Group B. Within each group, students may choose which challenge they wish to complete.

To promote engagement across multiple areas of human resource management:

- **Group A (Challenges #1–#4: Talent Management); and**
- **Group B (Challenges #5–#7: Rewards & Employee Relations).**

Challenges will become available as the corresponding course topics are covered. Each challenge has its own due date as listed in the course schedule. Challenges are intended to assess students' ability to apply course concepts to workplace situations and are expected to reflect the student's own work, analysis, and recommendations.

Extra Credit

There may be opportunities throughout the semester. If so, I will make sure you are aware of them. ***Don't count on extra credit to save your grade.***

Learning Goals Met by 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. (LSER)
5. Analyze issues related to the selection, motivation, and development of talent in a global context. (HRM)

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: <https://academicintegrity.rutgers.edu>

All students registered for this course must electronically sign an Academic Integrity Contract via Canvas. 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 and to make requests for accommodations: <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. Please click on the following link to learn more about their services:

<https://health.rutgers.edu/medical-and-counseling-services/counseling-services>.

Tentative Course Schedule: The content of the course will be covered in the following sequence. Please note that **dates are tentative and subject to change**. **Exam 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.

Week/Dates	Topic (Not all-inclusive)	Readings/ Assignments Due this week
Week 1: 9/1/26-9/6/26	- Syllabus/MyLab/Canvas - Introduction to Human Resource Management	*Read Ch. 1 *Watch Chapter 1 Lecture * Mini Sim: HR Management *Chapter 1 Quiz
Week 2: 9/7/26-9/13/26	Equal Opportunity Law and Action	*Read Ch. 2 *Watch Chapter 2 Lecture *Mini Case Study: Typhoon Games is a Dangerous Climate for Women *Mini Sim: HR & Diversity *Discussion #1 *Chapter 2 Quiz
Week 3: 9/14/26-9/20/26	HR Policy, Strategy, and Performance	*Read Ch. 3 * Watch Chapter 3 Lecture *Mini Case Study: Diversity at D. O'Brien Manufacturing *Mini Sim: Strategic Management *Discussion #2 *Chapter 3 Quiz
Week 4: 9/21/26-9/27/26	Job Analysis & Talent Management	*Read Ch. 4 *Watch Chapter 4 Lecture *Chapter 4 Quiz
Week 5: 9/28/26-10/4/26	Personnel Planning & Recruiting	*Read Ch. 5 *Watch Chapter 5 Lecture *Mini Case Study: Should Amped Communications Hire Remote Workers? *Discussion #3 *Chapter 5 Quiz * HR Challenge #1 Opens (Group A: Recruiting & Selection – Techtonic Group) – Due 10/11/26
10/3/26-10/4/26	Exam #1 (Ch. 1-5)	Exam must be taken on one of these 2 days via Canvas using the Respondus Lockdown Browser.

Week 6: 10/5/26-10/11/26	Employee Testing and Selection	*Read Ch. 6 *Watch Chapter 6 Lecture *Mini Sim: Individual Behavior *Mini Case Study: Pre-Employment Testing: The Energy Sector *Chapter 6 Quiz
Week 7: 10/12/26-10/18/26	Interviewing Candidates	*Read Ch. 7 *Watch Chapter 7 Lecture *Mini Case Study: Recruiting at Facebook: Colorful or Smoke and Mirrors *Chapter 7 Quiz
Week 8: 10/19/26-10/25/26	Training and Developing Employees	*Read Ch. 8 *Watch Chapter 8 Lecture *Mini Case Study: Insurance for You Needs Future Leaders and Salespeople *Mini Sim: Change *Discussion #4 *Chapter 8 Quiz *HR Challenge #2 Opens (Group A: Training & Development – Apex Door Company) – Due 11/1/26
Week 9: 10/26/26-11/1/26	Performance Management and Appraisal	*Read Ch. 9 *Watch Chapter 9 Lecture *Mini Case Study: Why Wasn't I Promoted *Mini Case Study: Performance Appraisals Among the Angels and Bulls *Chapter 9 Quiz *HR Challenge #3 Opens (Group A: Performance Management – Sweetwater University) – Due 11/15/26
Week 10: 11/2/26-11/8/26	Managing Careers and Retention	*Read Ch. 10 *Watch Chapter 10 Lecture *Mini Case Study: Employment at Will: Calling Elon Musk *Chapter 10 Quiz *HR Challenge #4 Opens (Group A: Retention & Organizational Culture – Uber Technologies) – Due 11/22/26
11/7/26-11/8/26	Exam #2 (Ch. 6-10)	Exam must be taken on one of these 2 days via Canvas using the Respondus Lockdown Browser.

Week 11: 11/9/26-11/15/26	Establishing Strategic Pay Plans	*Read Ch. 11 *Watch Chapter 11 Lecture *Mini Sim: Motivation *Mini Case Study: Compensation Matters at Appalachian Area Regional Clinic *Discussion #5 *Chapter 11 Quiz *HR Challenge #5 Opens (Group B: Compensation & Pay Equity – AstraZeneca) – Due 11/22/26
Week 12: 11/16/26-11/22/26	Pay for Performance & Financial Incentives	*Read Ch. 12 *Watch Chapter 12 Lecture *Chapter 12 Quiz *HR Challenge #6 Opens (Group B: Motivation & Incentives – HubSpot) – Due 12/6/26
11/23/26-11/29/26	NO CLASS-THANKSGIVING BREAK	
Week 13: 11/30/26-12/6/26	Benefits and Services	*Read Ch. 13 *Watch Chapter 13 Lecture *Mini Case Study: Telecommuting at Fortune Financial Services *Chapter 13 Quiz *HR Challenge #7 Opens (Group B: Employee Relations & Discipline – Botched Batch) – Due 12/10/26
Week 14: 12/7/26-12/10/26	Building Positive Employee Relations	*Read Ch. 14 *Watch Chapter 14 Lecture *Discussion #6 *Chapter 14 Quiz
12/15/26-12/16/26	Exam #3 (Ch. 11-14)	Exam must be taken on one of these 2 days via Canvas using the Respondus Lockdown Browser.