



**Introduction to Human Resource Management**  
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**Spring 2021**

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<b>Office</b>	200E Janice H. Levin Building	<b>Office Hours</b>	By appointment
<b>Class Day/Location</b>	The course will run <i>asynchronous</i> , whereby all materials will be available on <i>Canvas</i> for your <i>independent learning</i> .		

### **COURSE MATERIAL**

Optional Text: Gowen, M., & Lepak, D. (4<sup>th</sup> Ed.). Human Resource Management: Managing Employees for Competitive Advantage. ISBN-13: 978-1-948426-08-4 (an earlier version is fine)

Class Material: All class material, including lecture recording, PowerPoint slides, multimedia (videos and podcasts) and all assigned article readings, will be posted on Canvas. Note: please be prepared with the assigned readings before watching the lecture recordings.

### **COURSE OVERVIEW AND LEARNING GOALS**

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 organized, trained, evaluated, compensated, and retained. In turn, HRM plays a critical role in shaping employees' behaviors, attitudes, and performance, thus predicting organizational outcomes. In other words, if an organization wants good people, it must practice good HRM.

### **COURSE-SPECIFIC LEARNING GOALS**

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

- The fundamentals of HR functional capabilities used to select, develop, and motivate workers
- The context and challenges of HRM and its role as a strategic function and set of practices within organizations.
- Analyze contemporary global issues from a multidisciplinary perspective

### **SMLR LEARNING GOALS**

**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
- 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**

- 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
- Understand the internal and external alignment and measurement of human resource practices

**TECHONOLOGICAL REQUIREMENT**

**COMPUTER/SOFTWARE/ACCESSORIES REQUIREMENT**

- Reliable computer
- Access to the internet
- Basic Computer Specifications for Canvas
- Adobe Flash for video-watching
- Microsoft Word
- Webcam (recommended)
- Headphones (recommended)

**TECHNICAL SUPPORT**

If you need technical assistance at any time during the course or to report a problem with Canvas:

- Visit Rutgers IT Help website at <https://it.rutgers.edu/new-brunswick/oit-help-desk-at-rutgers-new-brunswick/> or contact them by phone (877-361-1134) or by e-mail ([help@oit.rutgers.edu](mailto:help@oit.rutgers.edu)).
- Visit the Rutgers Canvas Student orientation at <https://canvas.rutgers.edu/students/getting-started-in-canvas-students/>

**COURSE FORMAT**

Due to the COVID-19, the course will run asynchronously. 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. However, you are **required to adhere to all course work due dates**. Accordingly, I have redesigned the course requirements to avoid formal examinations, and instead focus on brief writing assignments and weekly quizzes. To successfully complete this course, students are expected to watch lectures, read the assigned readings, and complete the course assignments. The instructor will be available to meet individually with students upon request (please e-mail me in advance to set a meeting time).

## GRADING AND COURSE REQUIREMENTS

Activity	Points	Notes
Assignment 1	80	
Assignment 2	80	<ul style="list-style-type: none"> <li>• Assignments are worth 320 points</li> <li>• You have two weeks to finish each assignment</li> </ul>
Assignment 3	80	
Assignment 4	80	
Weekly Quizzes	150	
Attendance and Participation	30	<ul style="list-style-type: none"> <li>• Due by Sunday at 11:59 PM each week</li> <li>• Only count the best 10 quizzes</li> </ul>
<b>Total</b>	<b>500</b>	<ul style="list-style-type: none"> <li>• Embedded in lecture video recordings</li> </ul>

Percentage (%)	Points	Grade
90-100	450-500	A
85-89.9	425-449.9	B+
80-84.9	400-424.9	B
75-79.9	375-399.9	C+
70-74.9	350-374.9	C
60-69.9	300-349.9	D
<60	<300	F

## DETAILS ON COURSE REQUIREMENTS

### ASSIGNMENTS

There will be four assignments across the whole semester, each accounting for 80 credits for your final grade. All assignments will be posted two weeks in advance to the due date on Canvas, and you shall receive notifications to your rutgers.edu email account once the assignment is posted. These assignments should be a minimum of 1 page single-spaced and a maximum of 2 pages **single-spaced**. The details for these assignments are posted on the course Canvas site. Please go to the “Assignments” section on Canvas to download and submit each assignment. Please DON’T email your assignments to me. Once you have submitted your assignment, I will grade it and publish your points on Canvas within one week.

Your submissions will be sent to TurnItIn to be electronically reviewed for plagiarism. Examples of plagiarism (cheating) include taking someone else’s work and passing it off as your own (either by quoting lengthy sections of an article, or copying from a peer’s work). Only the following file types will be accepted: Word 97-2003 (.doc), Word 2007+ (.docx), or PDF (.pdf).

**Special Note:** The due dates for assignments are based on Eastern Standard Time (United States). If you are living in a different time zone, please note all assignments are due by 11:59 pm Eastern Time (ET) on the proposed dates. If needed, please use the time zone converter (<https://www.timeanddate.com/worldclock/converter.html>) to adjust your schedules accordingly.

## Assignment Content

Assignment 1: Job Analysis

Assignment 2: Recruitment and Selection

Assignment 3: Performance Management

Assignment 4: Compensation Management

## WEEKLY QUIZZES

You will be required to take after-class quizzes through Canvas. Every week's quiz will only cover the content covered in that week's learning materials, including lectures, slides and assigned readings. Each quiz will cover 5 questions, with a mix of true/false and multiple-choice questions. Students will have 10 minutes to complete the quiz, and each weekly quiz will be due at 11:59 pm on Sunday of that week. Each quiz is worth 15 points, with a total of 14 quizzes (210 points total). I will only count your best 10, for a total of 150 points. **Because I provide this benefit, I do not permit students to make up quizzes.**

## PARTICIPATION AND ATTENDANCE

A set of poll questions is embedded in each of the lecture videos. It is a requirement of the course that you watch each lecture in its entirety and answer the poll questions that correspond to lecture content throughout the recorded video. These questions will also cover information in the assigned article readings, so please be prepared ahead of time. You will have until Sunday at 11:59pm ET to watch the respective week's lecture.

There will be 30 questions in total for 14 lectures, and each is worth 1 point. Your responses to questions WON'T be graded for accuracy, but they will help me to take attendance and engage students in the class.

Please note, I will also insert other questions in the lecture with the aim to increase the class interaction, but these questions WON'T worth any point. To avoid ambiguity, I will label them as discussion questions in the video.

## EXTRA CREDIT

Optional Assignment: Students can do another assignment, and the specific questions are to be decided, which will cover the topics that are NOT included in the four required assignments. Worth 20 points, maximum. Please note, different from the four required assignments, you will only have one week to finish the optional assignment for the extra credit.

## LATE SUBMISSIONS

All course assignments will have a clear deadline, but I will leave all lecture videos, quizzes, and assignment submission systems open indefinitely, so any assignment can be completed/submitted late. Any late submission without a legitimate excuse will have a deduction of 10% of the point value of the assignment (this is very minimal, and will not significantly impact a course grade). For example, a late quiz submission will be deducted 1.5 point, and a late writing assignment will be deducted 8 points.

## 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, visit the Canvas course Discussion page. Check previous postings to see if the question has already been posted and handled.
- If your concern isn't addressed through one of these means then, third, post your question on the question board (be sure to include the topic of your question in the subject line).
- If after 24 hours your question has not been addressed, then, fourth, send an email to me at [su.chen1307@rutgers.edu](mailto:su.chen1307@rutgers.edu). Be sure to include the topic of your question in the subject line of the email.

If you have any *concept-related* inquiries during the semester (e.g., you would like a concept or theory clarified, you would like additional information about a concept):

- First, visit the Canvas course Discussion page. Check previous postings to see if the question has already been posted and handled.
- If your inquiry has not already been addressed, second, post your inquiry there.
- If after 24 hours your question has not been answered, send an email to me at [su.chen1307@rutgers.edu](mailto:su.chen1307@rutgers.edu).

If you have technology-related inquiries during the semester, please contact with the Rutgers IT Help first (see the “Technological Support” section above for details).

### NOTE:

- Generally speaking, I will respond to your e-mail within 12 hours, and if I don't, please feel free to remind me.
- 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 example of the HRM media extra credit). 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>

## **STATEMENT AS A RESPONSIBLE EMPLOYEE**

Rutgers faculty are committed to helping create a safe learning environment for all students and for the university as a whole. If you have experienced any form of gender or sex-based discrimination or harassment, including sexual assault, sexual harassment, relationship violence, or stalking, know that help and support are available. Rutgers has staff members trained to support survivors in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, and more. The University strongly encourages all students to report any such incidents to the University. Please be aware that all Rutgers employees (other than those designated as confidential resources such as advocates, counselors, clergy and healthcare providers as listed in Appendix A to [Policy 10.3.12](#)) are required to report information about such discrimination and harassment to the University. This means that if you tell a faculty member about a situation of sexual harassment or sexual violence, or other related misconduct, the faculty member must share that information with the University's Title IX Coordinator. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can find a list of resources in Appendix A to University Policy 10.3.12. For more information about your options at Rutgers, please visit [endsexualviolence.rutgers.edu](http://endsexualviolence.rutgers.edu).

## **COURSE OUTLINE AND WEEKLY AGENDA**

*Please Note: The schedule is subject to changes at the discretion of the instructor.*

Date	Topics	Key Dates
Week 1 (Jan 19-24)	Syllabus & Course Information HRM Overview 1	
Week 2 (Jan 25-31)	HRM Overview 2	<ul style="list-style-type: none"> <li>• Week 1 Quiz: <u>Due on Sunday, 1/31. 11:59 PM</u></li> <li>• Week 2 Quiz: <u>Due on Sunday, 1/31. 11:59 PM</u></li> </ul>
Week 3 (Feb 1-7)	Job Analysis and Job Design	<ul style="list-style-type: none"> <li>• Assignment 1-Job Analysis: <b>Published</b> on Monday, 2/1, 0:00 AM</li> <li>• Week 3 Quiz: <u>Due on Sunday, 2/7. 11:59 PM</u></li> </ul>
Week 4 (Feb 8-14)	Workforce Planning	<ul style="list-style-type: none"> <li>• Week 4 Quiz: <u>Due on Sunday, 2/14. 11:59 PM</u></li> <li>• Assignment 1: <u>Due on Sunday, 2/14. 11:59 PM</u></li> </ul>
Week 5 (Feb 15-21)	Recruitment	<ul style="list-style-type: none"> <li>• Week 5 Quiz: <u>Due on Sunday, 2/21. 11:59 PM</u></li> </ul>
Week 6 (Feb 22-28)	Selection 1	<ul style="list-style-type: none"> <li>• Week 6 Quiz: <u>Due on Sunday, 2/28. 11:59 PM</u></li> </ul>
Week 7 (Mar 1-7)	Selection 2	<ul style="list-style-type: none"> <li>• Assignment 2-Recruitment &amp; Selection: <b>Published</b> on Monday, 3/1. 0:00 PM</li> <li>• Week 7 Quiz: <u>Due on Sunday, 3/7. 11:59 PM</u></li> </ul>
Week 8 (Mar 8-14)	Legal Issues	<ul style="list-style-type: none"> <li>• Week 8 Quiz: <u>Due on Sunday, 3/14. 11:59 PM</u></li> <li>• Assignment 2: <u>Due on Sunday, 3/14. 11:59 PM</u></li> </ul>
Week 9 (Mar 15-21)	Spring Break. No Class ☺	
Week 10 (Mar 22-28)	Training and Development	<ul style="list-style-type: none"> <li>• Week 9 Quiz: <u>Due on Sunday, 3/28. 11:59 PM</u></li> </ul>
Week 11 (Mar 29-Apr 4)	Performance Management	<ul style="list-style-type: none"> <li>• Assignment 3-Performance: <b>Published</b> on Monday, 3/29. 0:00 PM</li> <li>• Week 10 Quiz: <u>Due on Sunday, 4/4. 11:59 PM</u></li> </ul>
Week 12 (Apr 5-11)	Compensation 1	<ul style="list-style-type: none"> <li>• Week 11 Quiz: <u>Due on Sunday, 4/11. 11:59 PM</u></li> <li>• Assignment 3: <u>Due on Sunday, 4/11 11:59 PM</u></li> </ul>
Week 13 (Apr 12-18)	Compensation 2	<ul style="list-style-type: none"> <li>• Assignment 4- Compensation: <b>Published</b> on Monday, 4/5. 0:00 PM</li> <li>• Week 12 Quiz: <u>Due on Sunday, 4/18. 11:59 PM</u></li> </ul>
Week 14 (Apr 19-25)	Retention	<ul style="list-style-type: none"> <li>• Week 13 Quiz: <u>Due on Sunday, 4/25. 11:59 PM</u></li> <li>• Assignment 4: <u>Due on Sunday, 4/25. 0:00 PM</u></li> </ul>
Week 15 (Apr 26-May 2)	Separation	<ul style="list-style-type: none"> <li>• Week 14 Quiz: <u>Due on Sunday, 5/2. 11:59 PM</u></li> </ul>
Week 16 (May 3-9)	No Class	<ul style="list-style-type: none"> <li>• Optional Assignment: <b>Published</b> on Monday, 5/3. 11:59 PM</li> <li>• Optional Assignment: <u>Due on Sunday, 5/9. 11:59 PM</u></li> </ul>