RUTGERS
School of Management
and Labor Relations

Intro to HR
37: 533: 301: 03
Fall 2020

Instructor Jungook Kim

My Contact Information:
Email: jungook.kim@rutgers.edu
Office location: 213A Janice Levin Building, Livingston Campus
Virtual office hours: Thursdays 3:00-4:00pm, or by appointment, via ZOOM
https://zoom.us/j/2387160924?pwd=RHR2Mk1hQzNSN1pwdWZCdU1SWWkzUT09

Who is your instructor?

Jungook Kim

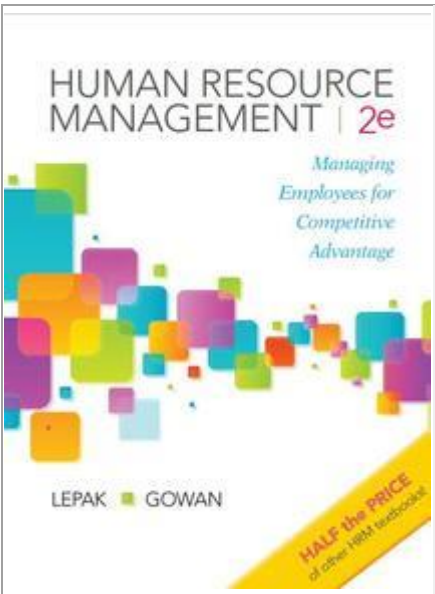|	
	My primary areas of academic interests are workplace and economic democracy, wage and wealth inequality, various forms of employee ownership and employee financial participation, and High-Performance Work Systems (HPWS).
	My work focuses on the attitudinal and behavioral impact of democratic workplace culture and employee ownership, including organizational justice perception and psychological ownership.
	I also work on the political and social implications of worker participation in the form of democratic spillover, through which workers develop political interests and skills to become more active democratic citizens.
	My research initiatives include: ▪ Shared capitalism, employee ownership, workplace democracy ▪ Workers participation and democratic spillover ▪ Organizational justice perception and psychological ownership
Instructor: Jungook Kim **Office:** 213A Janice H. Levin **Email:** jungook.kim@rutgers.edu	Before joining Rutgers SMLR, I worked as a consultant for years in South Korea, specializing in CSR and worked with dozens of large and medium sized private and public firms, local governments, government-funded agencies, and NPOs.

Table of Contents

Introduction

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 and compensated, and what steps are taken to retain them. In turn, HRM plays a critical role in attaining quality talent, influencing employee behaviors and ensuring effective and efficient organizational performance. In other words, if an organization wants good people to gain a competitive advantage over its market rivals, it must practice good HRM.

Throughout this course, we will be covering many topics related to HRM. We will start by examining the holistic context, challenges and role of HRM. Afterwards, we will stress the importance of aligning HR practices to various organizational requirements and external environment influences. Following, we will emphasize the role of HR in complying with several employment laws. Next, we will focus on job analysis and workforce planning. Then, we will look at various HR practices within the employment cycle, including recruitment and selection, training and development, performance management, compensation management, benefits, safety and health, and labor relations. Also, we will be highlighting the importance of aligning HR practices with each other and with the internal and external environment of the firm as we address each HR practice. Note that this course is a three credit course and is required for all HRM undergraduate students (Majors and Minors). The following are the schedule and various syllabus details; they are essential for successful completion of the course, so read them carefully:

Course Learning Objectives	The aim of this course is to provide students with a robust understanding of HR practices and issues. In addition, the course targets building awareness and appreciation of the link between HR practices and their role in achieving a competitive advantage. Students who successfully complete this course should demonstrate an understanding of: 1. The context and challenges of HRM and its role as a strategic function and set of practices within organizations. 2. How HR practices should be aligned with each other and with the internal and external environment of the firm. 3. How to conduct HR planning to ensure that the right quality of talent with the right quantities are available at the right time. 4. The process of recruiting and selecting employees to attract and attain the right talent. 5. The process of training and developing employees to ensure that they acquire the right competencies for current and future positions. 6. The process of performance management to assess employees' productivity and behaviors and to ensure continuous improvement of employees' performance. 7. The process of designing and implementing compensation packages – including incentives and benefits – that help in attracting, motivating and retaining talent. 8. How to ensure that employees are healthy and safe – from an ethical-obligation perspective and from a legal compliance perspective. 9. How to manage employee relations – especially when it comes to labor unions.

SMLR Learning Objectives	• **Understanding Context** - Evaluate the context of workplace issues, public policies, and management decisions
	    o Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
	    o Analyze a contemporary global issue in their field from a multi-disciplinary perspective
	    o Analyze issues related to business strategies, organizational structures, and work systems
	    o Analyze issues of social justice related to work across local and global contexts (LSER)
	    o 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 work performance
	    o Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
	    o Understand the legal, regulatory and ethical issues related to their field
	    o Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)

	o Understand the internal and external alignment and measurement of human resource practices (HRM)
Target Audience	**This course is an optimal learning experience for:** • Students aiming for a career in Human Resources • Students seeking knowledge of People Management • Managers seeking to improve their People Management skills and interested in implementing effective HR practices. • Employees aspiring managerial positions • Employees involved in HR practices such as staffing and performance management
Course Topics/Chapters	1. Managing Employees for Competitive Advantage 2. Organizational Demands and Environmental Influences 3. Regulatory Issues 4. Job Design and Job Analysis 5. Workforce Planning 6. Recruitment 7. Selection 8. Learning and Development 9. Performance Management 10. Compensating Employees 11. Incentives and Rewards 12. Employee Benefits and Safety Programs 13. Labor Unions and Employee Management

Readings

	• Lepak, D. and Gowan, M. (2016). Human resource management: managing employees for competitive advantage. Second (or Third) edition. United States of American: Chicago Business Press. • ISBN: 978-0-9833324-3-5 • In addition, each chapter's lecture will be added under the chapter's instructional material in written, audio and video formats to accommodate for different learning preferences. • Additional optional readings, media and useful links will be added also for each chapter. • All chapters' material will be available on the course website. Please, make sure to check the course website frequently, so you won't miss any important material. You need to use your Rutgers NetID and password to login. • Make sure to read all assigned readings and cover the chapter's lecture early in the week in order to optimize your learning experience throughout each chapter.

Schedule

The course will be delivered fully online during the period of 6 weeks. The course content and activities will be covered based on the sequence specified next. Please note that the dates are tentative and subject to change. Also, note that the exams will be taken online and will be monitored by an external proctoring vender. You will be informed of the tasks and method of taking the exam later on. Each week, you have to accomplish a set of activities that are specified in the table below. Be aware that in total you have the opportunity to participate in seven forums, and the total forum grade will account only for the top five forum scores.

Week	Chapter Subject	Chapter Activities
Week 1 09/01/2020-09/06/2020	**Introduction to the Course**	**Steps for introducing yourself to the course:** • **Step 01:** Read the course Syllabus, Schedule, and the "Syllabus Details" sections at the course website. • **Step 02:** Explore the course and note your rights and obligations. • **Step 03:** Get acquainted with the Learning Management System (Canvas). • **Step 04:** Reply to the "Academic Integrity" forum; you can find it under the "General Forums" section on Canvas. • **Step 05:** Post an introduction about yourself in the "Student Introductions" forum; you can find it under the "General Forums" section on Canvas. • **Step 06:** Prepare ahead for the first discussion forum participation.
Week 2-3 09/07/2020-09/20/2020	**Chapter 01: Managing Employees for Competitive Advantage: An Introduction** **Chapter 02: Organizational Demands and Environmental Influences**	**Steps for accomplishing the learning objectives of Chapters one & two:** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **Steps for contributing to the Forum activity:** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution.

Week 4-5 **09/21/2020-** **10/04/2020**	**Chapter 03:** **Regulatory Issues in HRM** **Chapter 04: Job Design and Job Analysis**	**<u>Steps for accomplishing the learning objectives of Chapters three & four:</u>** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **<u>Steps for contributing to the Forum activity:</u>** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution.
Week 6-7 **10/05/2020-** **10/18/2020**	**Chapter 05:** **Workforce Planning** **Chapter 06:** **Recruitment** **Study for Midterm One (Chapters 01, 02, 03, 04 and 05)** **Take the Exam on Friday 10/16/2020 or on Saturday 10/17/2020**	**<u>Steps for accomplishing the learning objectives of Chapters five & six:</u>** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **<u>Steps for contributing to the Forum activity:</u>** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution. **<u>Steps for the exam:</u>** • **Step 01:** Study the material of Chapters 01, 02, 03, 04 and 05 • **Step 02:** Take midterm one on Friday or Saturday of the second week • **Note:** The exam consists of multiple-choice questions that cover the required readings and instructional material

Week 8-9 10/19/2020- 11/01/2020	**Chapter 07: Selection** **Chapter 08: Learning and Development** **Optional: You may submit the first Extra-Credit Essay which is Due by the end of Week 8, i.e. 10/25/2020**	**Steps for accomplishing the learning objectives of Chapters seven & eight:** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **Steps for contributing to the Forum activity:** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution. **Optional: Submit the first extra-credit essay.**
Week 10-11 11/02/2020- 11/15/2020	**Chapter 09: Performance Management** **Chapter 10: Compensating Employees** **Study for Midterm Two (Chapters 06, 07, 08 and 09)** **Take the Exam on Friday 11/13/2020 or on Saturday 11/14/2020**	**Steps for accomplishing the learning objectives of Chapters nine & ten:** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **Steps for contributing to the Forum activity:** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution. • **Steps for the exam:** • **Step 01:** Study the material of Chapters 06, 07, 08 and 09 • **Step 02:** Take midterm one on Friday or Saturday of the second week • **Note:** The exam consists of multiple-choice questions that cover the required readings and instructional material

Week 12-13 **11/16/2020-** **11/29/2020**	**Chapter 11: Incentives and Rewards** **Chapter 12: Employee Benefits and Safety Programs** **Optional: You may submit the Second Extra-Credit Essay by the end of Week 12, i.e. 11/22/2020**	**<u>Steps for accomplishing the learning objectives of Chapters eleven & twelve:</u>** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **<u>Steps for contributing to the Forum activity:</u>** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution. **Optional: Submit the first extra-credit essay.**
Week 14-15 **11/30/2020-** **12/12/2020**	**Chapter 13: Labor Unions and Employee Management** **Final Exam (Chapters 10, 11, 12 and 13) Take the Exam on Friday 12/11/2020 or on Saturday 12/12/2020**	**<u>Steps for accomplishing the learning objectives of Chapters thirteen:</u>** • **Step 01:** Read the required readings. • **Step 02:** Study the instructional material. • **Optional:** Check your knowledge by taking the Chapters' quizzes. • **Optional:** Read the optional readings, watch the media and skim through useful links to further enhance your learning experience. • **<u>Steps for contributing to the Forum activity:</u>** • **Step 01:** Post your initial contribution to the week's Forum during the first three days of the period. • **Step 02:** Reply to other students' posts throughout the two weeks period – at least three replies are required. The more replies and the better quality they are, the higher would be your score. Please refer to the forum rubrics for more details. • **Note:** You will not be able to view the replies of your classmates before you post your initial contribution. • **<u>Steps for the Exam</u>** • **Step 01:** Study the material of Chapters 10, 11, 12 and 13 • **Step 02:** Take the final exam on Friday or Saturday of the second week • **Note:** The exam consists of multiple-choice questions that cover the required readings and instructional material

Assessment

The assessment criteria abide by the Undergraduate Grades and Records Policy: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1358.html (Links to an external site.). Moreover, it is useful to read the New Brunswick Undergraduate Catalog in order to know your rights and obligations at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1355.html (Links to an external site.). The following table lists the assessment methods and their weights:

Method	Points
Midterm One	100
Midterm Two	100
Final Exam	100
Forum Participation	100
Total	400

The following table lists the Grading and Point System assigned by the university:

Points	Percent	Grade	Description	Grade Points
358-400	90-100%	A	Outstanding	4.0
338-357	85-89%	B+		3.5
318-337	80-84%	B	Good	3.0
298-317	75-79%	C+		2.5
278-297	70-74%	C	Satisfactory	2.0
258-277	65-69%	D	Poor	1.0
≤ 257	≤ 64	F	Failing	0.0

A. Exams & Make-up Policy

There are three noncumulative exams with equal weights (two midterms and one final). The exams consist of multiple-choice and/or true-false questions. Each exam covers the subjects addressed before its conduction (approximately each covers one-third of the material). The exam material includes the chapters' lectures and the required readings. The exams dates are fixed and noted in the course schedule. Please note that all exams are **closed-book, and you are not allowed to use any form of assistance**. If the examination session was canceled, then you will be notified of the new date.

Make-up policy

Again, the dates for each of the three exams are noted on the course schedule. 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 requiring medical attention (verified with a note from a doctor), an emergency situation (verified when applicable), or for a reason that is approved by the instructor. The instructor's approval should be attained at least two weeks before the exam date.

An individual make-up exam will be held at a time that is convenient for the instructor. Individual make-up exams could be in an essay, short answers or multiple-choice questions formats – or any format chosen by the instructor. Your personal attendance might be required to sit for the make-up exam.

B. Forum Discussions

For each period of two weeks, there will be an assigned discussion forum. The forum aims to debate and discuss a question that addresses an issue related to the chapters' subjects. Students are expected to actively participate in the online forum discussions, in order to interact, reflect, exchange ideas, and expand their knowledge base. There will be 7 forums in total and each will be assessed separately. The total assessment of the forum discussions will account for the top 5 individual forum scores – averaging up to a grade out of 100.

First, students should post an initial contribution that answers the forum question. The initial contribution should be posted during the first three days of the assigned period. The initial contribution will be assessed based on its content, demonstrated analytical thinking and references used. Second, the student should actively collaborate and respond to other posts throughout the assigned period. At a minimum, the student should reply thrice to others – in addition to the initial contribution. The collaboration will be assessed based on content and engagement, demonstrated analytical thinking and references used. In addition, the student will be assessed based on the quality of writing. The quality of writing will be assessed based on clarity and mechanics and organization.

The following is the breakdown of each forum discussion assessment:

Assessment Category	Assessment Criteria
Initial Contribution **(45%)**	Content Contribution (20%)
	Analytical Thinking (20%)
	References (5%)
Collaboration **(45%)**	Content Contribution and Engagement (20%)
	Analytical Thinking (20%)
	References (5%)
Quality of Writing **(10%)**	Clarity and mechanics (5%)
	Organization (5%)

For more details on how to maximize your score, please refer to forum discussion rubrics. The rubrics can be located under the Policies & Guidelines section at the course website.

C. Extra-credit Assignments

During the semester, you will have the opportunity to submit two assignments in order to improve the grades of the two midterm exams. Each assignment will contribute up to 10 additional points, based on the quality of the essay. The two assignments are optional and will be in an essay format. Submission dates of both assignments will be the end of next week after the examination date. Late submissions are strictly not accepted. You are required to submit the essay through the Dropbox tool on the course website.

Requirements and Expectations

- Students are expected to read all the required readings and cover the chapter's lecture early on during the assigned week for each chapter. This increases the learning experience throughout the duration of the chapter's week and elevates the interaction level among students within the chapter's discussion forum.
- Students are expected to actively participate in discussion forums to fulfill the learning outcomes of classes. Remember that discussion forums are assessed and contribute to your final grade!
- Students are asked to check Canvas frequently – at least every 24 hours. Course material including additional readings, media, useful links, and announcements will be added regularly and will enhance your learning experience.
- All required materials for the course are subject to formal assessment, even if they were not covered in the lecture. Remember that the instructor is merely a facilitator of your learning experience. Attaining the utmost knowledge of the course subjects is highly dependent on individual effort and peer involvement.
- For every 3 credits of study, students should expect to commit at least 100 hours of their time for coursework, self-study, and revision.
- The instructor will continuously provide feedback and whenever a student requests help. Students are encouraged to contact their instructor for one-on-one sessions if needed.
- Students are expected to behave in a professional manner. Failing to do so will affect your forum discussion grade. The following are some guidelines:
  - Students are expected to participate in the chapters' forum discussions on time with adequate quality and quantity of replies.
  - Revise your work before posting your initial contribution and replies as you will not be able to modify your post once you submit it.
  - Add something new to justify your position when posting in the forums. Do not only post if you agree or don't agree with your peers' replies. Instead justify your comment by appropriate references, analysis, and linkages.
  - Students are expected to behave ethically and respectfully towards their instructor, teaching aids, and peers.
  - Misconduct in chapters' forum discussions, chatting and other forums and forms of communications will not be tolerated.
  - Make sure not to use all capital letters while replying to your peer. In case you want to emphasize a keyword or a point, use italics, bold or asterisks.
  - For further information on discussion forum's rubrics and how to behave ethically and professionally in an online course, please refer to the guidelines on the course website.

Academic Honesty and Code of Conduct

Students are expected to abide by Rutgers's Academic Integrity Policy and Code of Student Conduct. Acts of cheating, plagiarism, forgery, fabrication or misrepresentation are not tolerated and will be dealt with according to the university policies and procedures. If you have doubts concerning committing a potential act of academic dishonesty, please contact the course instructor for advice. Moreover, you are advised to check the websites of the Office of Academic Integrity at http://academicintegrity.rutgers.edu/ (Links to an external site.) and the Office of Student Conduct at http://studentconduct.rutgers.edu/ (Links to an external site.). Alternatively, you can refer to the undergraduate catalog section for academic integrity at http://catalogs.rutgers.edu/generated/nb-ug_current/pg1370.html (Links to an external site.) and the section for the code of conduct at http://catalogs.rutgers.edu/generated/nb-ug_current/pg1373.html (Links to an external site.).

In addition, the Undergraduate Program has a strict policy concerning any form of cheating (including cheating incidents at exams and plagiarism). The following is the **Undergraduate Program Policy on Cheating:**

The goal of this policy is to make sure students in the UG HRM program fully understand that cheating will not be tolerated and there are serious consequences for first-time cheaters and catastrophic consequences for repeat offenders. This policy applies solely to the Undergraduate HRM Program.

The faculty members of the undergraduate program condemn any form of cheating. Any student found to have cheated will receive a zero on the assignment or test on which the cheating occurred. In addition, the student's final grade will be reduced by an entire letter grade as shown in the table below.

Original Grade	Grade After Deduction for Cheating
A	B
B+	C+
B	C
C+	D
C	D
D	F

When students cheat, a note will be placed in their files in the HRM Department and such information will be taken into account by the Admissions Committee for the MHRM Program. Further, on the first offense, students will be required to meet with the HRM Undergraduate Program Director to discuss the offense and the subsequent penalty.

The second incidence of cheating (whether in the same class or in another HR class) will result in a grade of "F" and a referral to the appropriate School and University authorities.

In the case of cheating on group work, all members of the group will be held responsible and suffer the consequences noted above. Students have the responsibility to make sure that any work with their name on it meets the integrity standards of the HRM Department and the University.

No extenuating circumstances will be considered in a case of cheating.

Communication Guidelines

When corresponding with your instructor and classmates through email or discussion forums, please take the time to be grammatically correct and use a positive tone. Please also refrain from using all CAPITAL LETTERS, as this is often interpreted as shouting. Treat your instructor and fellow students with respect at all times, and in all communications.

Please refer to the [SMLR General Netiquette Rules](#) for online communication.

Attendance Policy

Participation at all discussion forums shall be expected. Attending all the exams on time is also expected. Failure to participate in discussion forums with no authentic excuse will negatively affect your grade – as it is an assessed activity. Failure to take an exam on time will result in a zero.

Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

1. Illness requiring medical attention (written proof is needed).
2. Curricular or extracurricular activities approved by the faculty.
3. Personal obligations claimed by the student and recognized as valid (pre-approved by the instructor unless it is a family emergency).
4. Recognized religious holidays (please refer to the links at the end of this section).
5. Severe inclement weather causing dangerous traveling conditions (Rutgers University usually cancels classes when the weather conditions are not safe for commute) – this condition is invalid as the course is delivered online and requires no transportation.

As a general guideline, students have to attain the instructor's approval before their absence unless it is an emergency. At least two weeks' notice is required before any examination date. If the cause of absenteeism is legitimate, then the instructor will work with the student to make-up required exercises and examinations. The following links further clarify the attendance policy:

- [Rutgers' Attendance Policy (Links to an external site.)](#)
- [Rutgers' Religious Holiday Policy (Links to an external site.)](#)
- [Interfaith Calendar (Links to an external site.)](#)
- [NJ Department of Education Religious Holiday List (Links to an external site.)](#)

Technical Requirements

There are no special technical pre-requisites, but, as the course delivery and communication takes place via screen, students will benefit from a consistent, secure access to a personal computer with up to date word processing and graphic software (Flash and video players). A high-speed Internet connection is also recommended. The following are some basic hardware and software requirements:

An up-to-date computer (usually no older than 2-3 years. Students need to make sure that their computers are functional as it is their responsibility.

1. Broadband connection with a reliable internet access
2. Voice input (Microphone) and output hardware
3. A webcam (800 x 600 resolution or better)
4. Operating System (Windows 7, 8, or higher / MAC OSX 10.7 Lion or higher)
5. Microsoft Word & PowerPoint
6. Adobe Flash – latest version (Links to an external site.) (you will need it to view videos)
7. Adobe Reader (PDF reader)
8. A Media Player
9. Basic computer requirements for CanvasLinks to an external site.
10. Proctortrack technical requirements

Special Needs & Accommodation

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 (Links to an external) site.https://ods.rutgers.edu/students/documentation-guidelines (Links to an external site.)Links to an external site. (Links to an external site.)Links to an external site.).

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 on the ODS (Links to an external site.)Links to an external site.website (https://ods.rutgers.edu/students/registration-form (Links to an external site.)Links to an external site.).

Office of Disability Services contact and address

Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/

Academic Support Services

Rutgers has a variety of resources for academic support. For more information, see the University Academic SupportLinks to an external site. page.

Rutgers Learning Centers:

General academic support services are offered to all Rutgers students through the Rutgers Learning CentersLinks to an external site.. These services are free-of-charge to Rutgers students and include:

Academic Support

- Peer TutoringLinks to an external site. is available in two forms. Walk-in group tutoring is available on all campuses and one-on-one tutoring is available through our partnership with the SAS Honors Program.
- Academic CoachingLinks to an external site. is a comprehensive service for students who want to improve their academic and self-management skills, such as time management, critical thinking, and study skills.
- Writing CoachingLinks to an external site. supports writers in a variety of disciplines and a range of courses. Our coaches meet individually with students about brainstorming topics, organizing ideas, formulating a thesis, structuring paragraphs, and developing an argument.
- Study GroupLinks to an external site. leaders review course material with students and integrate study strategies—note taking, problem solving, and test preparation—that link course content with cognitive skill development.
- Reserved Course MaterialsLinks to an external site. such as equipment, demonstrations, and videos are available at the MSLC.

Professional Development Opportunities for Students

- Employment OpportunitiesLinks to an external site. offer students professional development, leadership experience, and flexible hours.
- Peer Leader TrainingLinks to an external site. is available to University programs upon request and addresses leadership & communication skills, group management techniques, content training, and more.
- Peer Instructor EducationLinks to an external site. is a 3 credit, 300 level pedagogy course we provide to train peer leaders.

You can schedule an appointment Links to an external site.online for one-on-one assistance.

Writing Centers:

Rutgers also has a Writing Center (Links to an external site.) on each campus where any student can obtain tutoring and writing assistance. Visit their website to make an appointment or find the Writing Center location on your campus.

Library:
SMLR Librarian - Julie Peters, jpeters@smlr.rutgers.edu.
Rutgers University LibrariesLinks to an external site. offer many resources to assist you. Through their website, you can search the library holdings and access a variety of research and reference tools.
For example, you can:

- Find articlesLinks to an external site. in a large collection of indexes and databases and books or mediaLinks to an external site. from a variety of cagalogs.
- View a wide variety of general and subject-specific library guidesLinks to an external site.
- Get HelpLinks to an external site. from a librarian via email, phone, or live chat.

Access: Rutgers Libraries Indexes and DatabasesLinks to an external site. are subscription resources, available to Rutgers students, faculty, and staff only. Please note that if you need to access these resources from off-campus, you will need to log-in Links to an external site.using your Rutgers NetID and password.

Disability Services
All Students:
Rutgers University welcomes students with disabilities into all of the University's educational programs, and the Rutgers Office of Disability Services Links to an external site.offers a wide array of services.
In order to receive accommodations, students must contact the disability services office at the campus where they are officially enrolled. Students must complete and submit a registration formLinks to an external site., participate in an intake interview with an ODS-assigned coordinator, and provide documentationLinks to an external site..
If the documentation supports your request for accommodations, your campus' 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 ensure that your needs can be met in a timely manner.

Office of Disability Services contact and address
Lucy Stone Hall, Livingston Campus, 54 Joyce Kilmer Avenue, Suite A145, Piscataway, NJ 08854-8045.

- E-mail Address: dsoffice@rci.rutgers.edu
- Phone: (848) 445-6800 • Fax: (732) 445-3388
- https://ods.rutgers.edu/

Student Affairs
The [Office of the Dean of Students (Links to an external site.)](#) provides support to students who may be facing exceptional difficulties that could jeopardize their education. Visit their website to learn more about the type of support they offer and/or to schedule an appointment.

Campus Specific Offices:
[Rutgers-New Brunswick ODSLinks to an external site.](#)
The Rutgers-New Brunswick office can be contacted at:
Office of Disability Services-New Brunswick
Lucy Stone Hall, Suite A145, Livingston Campus, 54 Joyce Kilmer Avenue
Piscataway, NJ 08854-8045
Phone: 848.445.6800
Fax: 732.445.3388
E-mail: dsoffice@echo.rutgers.edu

[Rutgers-Camden ODSLinks to an external site.](#)
The Rutgers-Camden office can be contacted at:
Tim Pure
Coordinator of Disability Services, Rutgers-Camden
Rutgers-Camden Learning Center
Armitage Hall, Room 240, 311 North Fifth Street
Camden, NJ 08102-1405
Phone: 856.225.6442
Fax: 856.225.6443
E-mail: tpure@camden.rutgers.edu

[Rutgers-NewarkLinks to an external site.](#)
The Rutgers-Newark office can be contacted at:
Kate Torres
Coordinator of ADA Services and Academic Support
Robeson Campus Center, Suite 352, 350 Martin Luther King Jr. Boulevard
Newark, NJ 07102
Phone: 973.353.5300
Fax: 973.353.5666
E-mail: kate.torres@rutgers.edu

Specific contacts for the **Law Schools**, or for **Biomedical Sciences and Health Schools** can be found at the [ODS Contact Links to an external site.](#)page.

Technology:

Help and Resources
[Canvas Student GuideLinks to an external site.](#). This guide includes information about accessing Canvas, setting email addresses and notifications, accessing grades, and how to use the different tools available in Canvas.
Students having difficulty using a course tool should contact the **Online Learning Help Desk**at 877.361-1134 or help@canvas.rutgers.edu 24/7/365; please contact the Help Desk before contacting your course instructor to resolve Canvas technical issues.
[Canvas Technical RequirementsLinks to an external site.](#). This page contains system, browser, and feature requirements. Please be sure your computer and browser can support Canvas.

Accessibility

The accessibility statements for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- Canvas accessibility statementLinks to an external site.
- BigBlueButton accessibility statementLinks to an external site.
- Adobe accessibility statementLinks to an external site.
- YouTube accessibility guidesLinks to an external site.
- Google Docs accessibility guidesLinks to an external site.
- VoiceThread accessibility statement and white paperLinks to an external site.
- Kaltura accessibility statementLinks to an external site.
- Proctortrack accessibility statementLinks to an external site.
- Turnitin accessibility statementLinks to an external site.
- Campus Pack accessibility statement
- Piazza accessibility statementLinks to an external site.
- EvaluationKit accessibility statement
- Ebsco accessibility statementLinks to an external site.
- Barnes & Noble accessibility statement Links to an external site.
- Cengage accessibility statementLinks to an external site.
- Pearson accessibility statementLinks to an external site.
- McGraw-Hill accessibility statementLinks to an external site.
- Wiley accessibility statementLinks to an external site.
- Wiley Plus accessibility statementLinks to an external site.

Privacy

The privacy policies for technology that students may use in this course to communicate and collaborate with others and/or create content can be found below:

- Canvas privacy policyLinks to an external site.
- BigBlueButton privacy policyLinks to an external site.
- Adobe privacy policyLinks to an external site.
- YouTube privacy policyLinks to an external site.
- Google Docs privacy policyLinks to an external site.
- VoiceThread privacy policyLinks to an external site.
- Kaltura privacy policyLinks to an external site.
- Proctortrack privacy policyLinks to an external site.
- Turnitin privacy policyLinks to an external site.
- Campus Pack privacy policyLinks to an external site.
- Piazza privacy policyLinks to an external site.
- EvaluationKit privacy policyLinks to an external site.
- Ebsco privacy policyLinks to an external site.
- Barnes & Noble privacy policyLinks to an external site.
- Cengage privacy policyLinks to an external site.
- Pearson privacy policyLinks to an external site.
- McGraw-Hill privacy policyLinks to an external site.
- Wiley privacy policyLinks to an external site.