

Course Syllabus
Rutgers University
School of Management and Labor Relations
Human Resource Management Department



37:533:301:90 – Introduction to Human Resource Management

Hadi El Farr, Ph.D.
215E Janice H. Levin
(848)445-9432

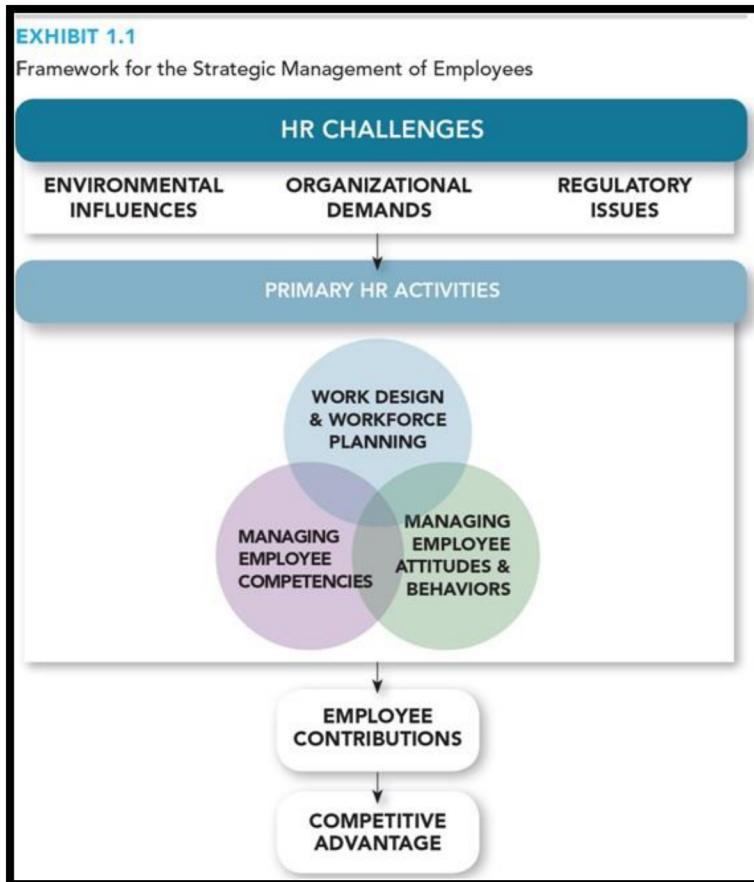
Email: he89@scarletmail.rutgers.edu

Website: <http://www.hadielfarr.com/>

Virtual office hours will be assigned during the first week

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1. Course Description

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.

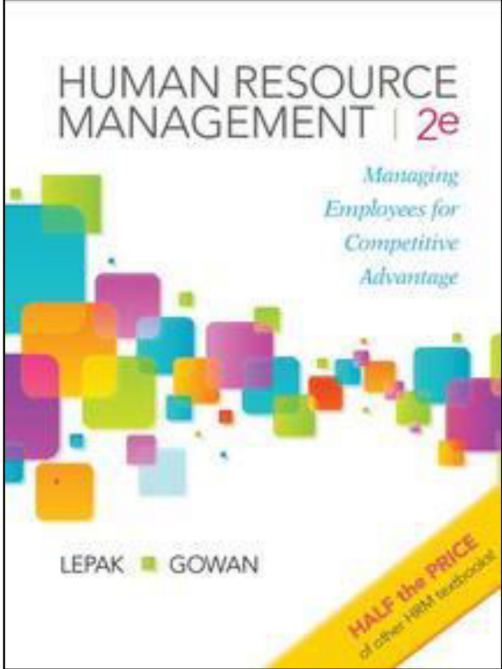
Throughout this course, we will be covering many topics related to HRM. We will start by examining the holistic context, challenges and role of HRM. Afterward, we will stress the importance of aligning HR practices to various organizational requirements and external environmental influences. Following, 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).

2. Course Details

<p>Course Learning Objectives</p>	<p>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:</p> <ol style="list-style-type: none"> 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.
<p>SMLR Learning Objectives</p>	<ul style="list-style-type: none"> • Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions <ul style="list-style-type: none"> ○ 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 (LSER) ○ 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 <ul style="list-style-type: none"> ○ 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 (HRM) ○ Understand the internal and external alignment and measurement of human resource practices (HRM)
<p>Target Audience</p>	<p>This course is an optimal learning experience for:</p>

	<ul style="list-style-type: none">➤ 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 to managerial positions➤ Employees involved in HR practices such as staffing and performance management
Course Topics/Chapters	<ol style="list-style-type: none">1. Managing Employees for Competitive Advantage2. Organizational Demands and Environmental Influences3. Regulatory Issues4. Job Design and Job Analysis5. Workforce Planning6. Recruitment7. Selection8. Learning and Development9. Performance Management10. Compensating Employees11. Incentives and Rewards12. Employee Benefits and Safety Programs13. Labor Unions and Employee Management

3. Readings

	<ul style="list-style-type: none">➤ Lepak, D. and Gowan, M. (2016). Human resource management: managing employees for competitive advantage. Second edition. United States of American: Chicago Business Press. ISBN: 978-0-9833324-3-5 Link: http://www.chicagobusinesspress.com/lepak---gowan--human-resource-management.html➤ 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's Canvas 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 log in.➤ 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.
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4. Assessment

The assessment criteria abide by the Undergraduate Grades and Records Policy: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1358.html. 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. 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 System assigned by the university:

Percent	Grade	Description	Grade Points
90-100%	A	Outstanding	4.0
85-89%	B+		3.5
80-84%	B	Good	3.0
75-79%	C+		2.5
70-74%	C	Satisfactory	2.0
65-69%	D	Poor	1.0
≤ 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 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.

Exams will be proctored through LockDown-Respondus. Having a computer with appropriate camera and microphone is a requirement to take the exam. You will be provided with a practice quiz early in the semester to test your computer. Not having a functional computer is not an accepted excuse for not taking the exam. If you face any technical issues, then please contact the Canvas Helpdesk, which is available 24/7 @ <https://canvas.rutgers.edu/canvas-help/>

Make-up policy

Again, the dates for each of the three exams are noted on the course schedule. A 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 by week one of the forum duration. 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 second week of the forum duration. 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 of 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.

5. Course Requirements and Instructor 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 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 the discussion forum's rubrics and how to behave ethically and professionally in an online course, please refer to the guidelines on the course website.

6. 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/> and the Office of Student Conduct at: <http://studentconduct.rutgers.edu/>. Alternatively, you can refer to the undergraduate catalog section for academic integrity at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1370.html and the section for the code of conduct at: http://catalogs.rutgers.edu/generated/nb-ug_current/pg1373.html.

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.

7. 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 under the "Syllabus" section at the course website.

8. 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: <http://policies.rutgers.edu/sites/policies/files/10.2.7%20-%20current.pdf>

Rutgers’ Religious Holiday Policy: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

Interfaith Calendar: <http://www.interfaithcalendar.org/index.htm>

NJ Department of Education Religious Holiday List: <http://www.state.nj.us/education/genfo/holidays.htm>

9. Technical Requirements

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

1. 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.
2. Broadband connection with a reliable internet access.
3. Voice input (Microphone) and output hardware.
4. A webcam (800 x 600 resolution or better).
5. Operating System (Windows 7, 8, or higher / MAC OSX 10.7 Lion or higher).
6. Microsoft Word & PowerPoint.
7. Adobe Flash Player.
8. Adobe Reader (PDF reader).
9. A Media Player.
10. Please check the following link for more technical requirements: <http://www.proctortrack.com/technical-requirements/>

10. Special Needs and 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: <https://ods.rutgers.edu/students/documentation-guidelines>. 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 website at: <https://ods.rutgers.edu/students/registration-form>”. For additional information, please visit the website of the Office of Disability Services at: <https://ods.rutgers.edu/students>.

11. Rutgers Academic Support Services

Rutgers has a variety of resources for academic support. For information, please visit Rutgers Academic Support.

- Rutgers has Learning Centers on each campus where any student can obtain tutoring and other help. For information, please visit Rutgers Learning Centers @ <https://rlc.rutgers.edu/>.
- Rutgers also has a Writing Program where students can obtain help with writing skills and assignments. For information, please visit Rutgers Writing Centers @ <http://wp.rutgers.edu/tutoring/writingcenters>
- Rutgers has plenty of libraries that offer a wide array of services. For information, please visit Introduction to Rutgers Libraries @ <http://libguides.rutgers.edu/intro>. In addition, if you want to research a subject of interest, then please visit Research Guides @ <http://libguides.rutgers.edu/>.

12. Tentative Course Schedule

The course will be delivered fully online during the period of 15 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 vendor. 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	Topic	Tasks
1	Introduction to the Course	Meet your learning Community Academic Integrity Syllabus Practice Quiz – LockDown-Respondus
2	Managing Employees for Competitive Advantage: An Introduction	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 01 – Initial Contribution
3	Organizational Demands and Environmental Influences	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 01 – Three Replies
4	Regulatory Issues in HRM	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 02 – Initial Contribution
5	Job Design and Job Analysis	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 02 – Three Replies
6	Workforce Planning Midterm One	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 03 – Initial Contribution Midterm One
7	Recruitment First Extra-Credit essay	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 03 – Three Replies First Extra-Credit essay
8	Selection	Lectures Required Readings

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		Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 04 – Initial Contribution
9	Learning and Development	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 04 – Three Replies
10	Performance Management	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 05 – Initial Contribution Midterm Two
11	Compensation Management Second Extra-Credit essay	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 05 – Three Replies Second Extra-Credit Essay
12	Incentives	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 06 – Initial Contribution
13	Employee Benefits and Safety Programs	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 06 – Three Replies
14	Labor Unions and Employee Management	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 07 – Initial Contribution
15	Final Exam	Lectures Required Readings Optional Readings, Multimedia & Useful Links Optional “Test your Knowledge” Quiz Forum Discussion 07 – Three Replies Final Exam