



Course Syllabus  
**MGTR 3363 - Human Resource Management**  
Summer 2026

**Class: Management-RGC**  
**Class Time:** Asynchronous (1W1 – RGC)  
**Instructor:** Dr Sellamuthu Prabakaran  
**Office:** Amy Street Building.  
**Office 111. Eagle Pass, TX 78852.**

**Credits:** 3  
**Location:** Online Asynchronous  
**E-mail:** [Prabakaran.sellauthu@sulross.edu](mailto:Prabakaran.sellauthu@sulross.edu)  
**Office Hours:** 24/7 Monday to Friday  
**Phone:** 830 415 8440

**Required Materials:**

**Textbook:**

We are going to use an ebook and the **Connect** platform from McGraw-Hill.

1. Fundamentals of Human Resource Management: 2024 Release 99th Edition by Raymond Andrew Noe (Author), John R. Hollenbeck (Author), Barry Gerhart (Author), Patrick M. Wright (Author)

**Students must Connect access through the link in Blackboard (click on Connect Registration).**

**Course Description:**

This course provides an in-depth study of the functions, responsibilities, and strategic role of **Human Resource Management** within modern organizations. Students will examine the major tasks and duties performed by managers in managing human resources, including workforce planning, recruitment and selection, compensation and benefits administration, employee evaluation and performance management, discipline and grievance handling, promotions, assignments, employee training and development, workplace privacy, policy implementation, orientation, and employee records management.

The course also explores employment laws, ethical issues, diversity and inclusion, labor relations, and legal responsibilities associated with managing employees. Emphasis is placed on developing managerial skills necessary for effective decision-making and maintaining productive employer–employee relationships in a dynamic business environment.

By the end of the course, students will understand how human resource practices contribute to organizational effectiveness, employee engagement, and long-term strategic success.

**Course Learning Outcomes – Human Resource Management (5 CLOs)**

By the end of this course, students will be able to:

1. **CLO 1:** Explain the fundamental concepts, functions, and strategic role of Human Resource Management in organizations.
2. **CLO 2:** Apply HR planning, recruitment, selection, and placement techniques to real-world organizational scenarios.

3. **CLO 3:** Analyze compensation, benefits, and performance management systems to support employee motivation and productivity.
4. **CLO 4:** Evaluate employee relations, including training, development, discipline, and grievance-handling practices.
5. **CLO 5:** Interpret HR policies, labor laws, and ethical considerations affecting workplace decision-making and compliance.

### **MBA Learning Outcomes – Human Resource Management Focus**

After completing this course, students will be able to:

1. Understand the core functions and importance of Human Resource Management in organizations.
2. Apply HR practices such as recruitment, selection, training, and performance evaluation in practical situations.
3. Analyze compensation, benefits, and employee motivation systems.
4. Evaluate employee relations, workplace policies, and legal/ethical issues in HR management.
5. Develop basic skills to support effective human resource decision-making in organizations.

**MBA Marketable Skills:** After completing this course, students will develop the following marketable skills:

1. **Talent Acquisition Skills:** Ability to assist in recruitment, selection, and onboarding processes.
2. **Performance Management Skills:** Understanding of employee evaluation systems and productivity tracking.
3. **Compensation & Benefits Knowledge:** Ability to analyze salary structures and employee incentive systems.
4. **Communication & Interpersonal Skills:** Effective handling of employee relations, conflict resolution, and teamwork.
5. **HR Compliance Awareness:** Knowledge of labor laws, workplace ethics, and organizational policies.
6. **Training & Development Support Skills:** Ability to contribute to employee learning and development programs.
7. **HR Data & Record Management:** Basic skills in maintaining HR records and using HR information systems.

**Academic Integrity:** Students in this class are expected to demonstrate scholarly behavior and academic honesty in the use of intellectual property. A scholar is expected to be punctual, prepared, and focused; meaningful and pertinent participation is appreciated. Examples of academic dishonesty include but are not limited to: Turning in work as original that was used in whole or part for another course and/or professor; turning in another person's work as one's own; copying from professional works or internet sites without citation; collaborating on a course assignment, examination, or quiz when collaboration is forbidden. Students should also avoid using open AI sources *unless permission is expressly given* for an assignment or course. Violations of academic integrity can result in failing assignments, failing a class, and/or more serious university consequences. These behaviors also erode the value of college degrees and higher education overall.

**Classroom Climate of Respect:** This class will foster free expression, critical investigation, and the open discussion of ideas. This means that all of us must help create and sustain an atmosphere of tolerance, civility, and respect for the viewpoints of others. Similarly, we must all learn how to probe, oppose, and disagree without resorting to tactics of intimidation, harassment, or personal attack. No one is entitled to harass, belittle, or discriminate against other students.

**Counseling:** Sul Ross has partnered with Timely Care, where all SR students will have access to nine free counseling sessions. You can learn more about this 24/7/356 support by visiting [Timely care/SRSU](https://www.timelycare.com/). The SR Counseling and Accessibility Services office will continue to offer in-person counseling in Ferguson Hall room 112 (Alpine campus), and telehealth Zoom sessions for remote students and SRSU International students.

**Libraries:** The Bryan Wildenthal Memorial Library in Alpine offers FREE resources and services to the entire SRSU community. Access and borrow books, articles, and more by visiting the library's website, [library.sulross.edu/](https://library.sulross.edu/). Off-campus access requires logging in with your LoboID and password. Librarians are a tremendous resource for your coursework and can be reached in person, by email ([srsulibrary@sulross.edu](mailto:srsulibrary@sulross.edu)), or by phone (432-837-8123). No matter where you are based, public libraries and many academic and special libraries welcome the general public into their spaces for study. SRSU TexShare Cardholders can access additional services and resources at various libraries across Texas. Learn more about the TexShare program by visiting [library.sulross.edu/find-and-borrow/texshare/](https://library.sulross.edu/find-and-borrow/texshare/) or ask a librarian by emailing [srsulibrary@sulross.edu](mailto:srsulibrary@sulross.edu). Mike Fernandez, SRSU Librarian, is based in Eagle Pass (Building D-129) to offer specialized library services to students, faculty, and staff. Utilize free services such as InterLibrary Loan (ILL) and ScanIt to get materials delivered to you at home or via email.

**Americans with Disabilities Act (ADA):** Sul Ross State University (SRSU) is committed to equal access in compliance with Americans with Disabilities Act of 1973. It is SRSU policy to provide reasonable accommodations to students with documented disabilities. It is the student's responsibility to initiate a request each semester for each class. Students seeking accessibility/accommodations services must contact Mary Schwartz, LPC-S, SRSU's Accessibility Services Coordinator at 432-837-8203 (please leave a message and we'll get back to you as soon as we can during working hours), or email [mary.schwartz@sulross.edu](mailto:mary.schwartz@sulross.edu). Our office is located on the first floor of Ferguson Hall (Suite 112), and our mailing address is P.O. Box C-122, Sul Ross State University, Alpine, Texas, 79832.

**Official Communication:** All official communication by the University or me will be sent to your Sul Ross email account. As a result, you are required to activate your email account and check it from time to time for personal communication. I encourage you to email me if you have questions or comments, BUT PLEASE include your full name and the course for which you have questions. Even if you submit your email through the Blackboard site, I cannot tell which course you are in nor what your real name is (i.e., egar123) unless you put it in the body of your email.

**Technical Support:** The Support Desk is where you can direct your more technical questions.

For example, the Support Desk can help you if you are having issues submitting a document, getting videos to play, or using BlackBoard. The support desk is open 24 hours a day/7 days a week for your convenience. You can reach the support desk by calling 888.837.8888 or by email [blackboardsupport@sulross.edu](mailto:blackboardsupport@sulross.edu). You may also reach the Support desk from the Technology Support tab within Blackboard by clicking the Support Desk graphic on the course homepage or calling 936.294.2780.

**SRSU Distance Education Statement:** Students enrolled in distance education courses have equal access to the university's academic support services, such as library resources, online databases, and instructional technology support. For more information about accessing these resources, visit the SRSU website. Students should correspond using Sul Ross email accounts and submit online assignments through Blackboard, which requires secure login. Students enrolled in distance education courses at Sul Ross are expected to adhere to all policies pertaining to academic honesty and appropriate student conduct, as described in the student handbook. Students in web-based courses must maintain appropriate equipment and software, according to the needs and requirements of the course, as outlined on the SRSU website. Directions for filing student complaints are located in the student handbook.

## Assignments

**Late Work:** There will be a 10% penalty for assignments submitted late.

### Course Requirements and Grading

Requirement	Points Possible	Grading Scale
Weekly Discussion Posts – Due Weekly Due Date 29 <sup>th</sup> May, June 5 <sup>th</sup> , 12 <sup>th</sup> and 19 <sup>th</sup> 2026	400 Points (4 – Discussion)	A = 900 to 1000 points
Assignment 1 – Due 7 <sup>th</sup> June 2026.	200 Points	B = 800 to 899 points
Assignment 2 – Due 14 <sup>th</sup> June 2026	200 Points	C = 700 to 799 points
Assignment 3 – Due 21 <sup>st</sup> June 2026	200 Points	D = 600 to 699 points
Assignment 4 – Due 28 <sup>th</sup> June 2026.		
Final Essay Exam – Due 1 <sup>st</sup> July 2026.	400 Points	F = less than 599 points
<b>Possible Points</b>	<b>1500 Points</b>	

## Course Assignments-

### Weekly Discussion Board:

1. I as a faculty member will post a weekly discussion board that will be available at 12:01 AM on Monday and have a due date of the following Friday at 11:59 PM.
2. Students will be required to respond to the question itself by Friday and reply to two other students by Sunday night.
3. The question will be designed to facilitate discussion by requiring students to offer their analysis, evaluation or design based on the course's weekly topic. (Blooms Levels 5-6).
4. The instructor will be active in the Discussion Board by responding to at least half of the student posts each week.

Discussion Board Rubric: (50 points)

Rubric 1: The student’s main post responded completely and substantially to all of parts of discussion question. (60 points).

Rubric 2: The student’s initial post was no later than Friday (10 points)

Rubric 3: The response was well-organized, clear and free of grammatical and mechanical errors. (10 points).

Rubric 4: The student posts substantially to two other students. 5 points each (20 points)

**Assignment 1: – TRENDS IN HUMAN RESOURCE MANAGEMENT, PROVIDING EQUAL EMPLOYMENT OPPORTUNITY AND A SAFE WORKPLACE and ANALYZING WORK AND DESIGNING JOBS**

**Assignment 1 - Due Date – 7th June 2026**

**Question 1** - Explain the major trends in Human Resource Management and discuss how they influence organizational performance.

**Question 2** - Discuss the importance of equal employment opportunity and maintaining a safe workplace in modern organizations.

**Question 3** - Describe the process of job analysis and explain how effective job design contributes to employee productivity and satisfaction.

**Submission Guidelines** - Upload your essay as a 5 - 8-pages paper, exclusive of title page and appendices, in MS Word format, 12-point Times New Roman Font, double-space following APA Style Format.

**Course Assignment Rubric (Total: 200 Points)**

<b>Criteria</b>	<b>Description</b>	<b>Points</b>
<b>Content Quality &amp; HRM Concept Accuracy</b>	Evaluates the accuracy, clarity, and completeness of HRM concepts such as workforce planning, recruitment strategies, selection methods, job placement, and training processes. Strong responses demonstrate clear understanding of HRM theories and practices.	<b>80 points</b>
<b>Critical Thinking &amp; HRM Decision-Making Ability</b>	Evaluates the student’s ability to analyze HR issues, interpret workplace situations, and provide logical, well-reasoned insights on how HR practices influence organizational outcomes.	<b>40 points</b>
<b>Application of HRM Concepts to Organizational Effectiveness</b>	Measures how effectively students connect HRM theories to real-world organizational practices such as improving performance, ensuring fairness, enhancing safety, and designing effective jobs.	<b>30 points</b>
<b>Use of Evidence &amp; HRM Referencing</b>	Assesses the use of relevant HR theories, academic sources, case studies, and industry practices to support arguments, with proper citations and referencing.	<b>25 points</b>
<b>Organization, Grammar, &amp; Professional Communication</b>	Evaluates the clarity, structure, coherence, grammar, and professional tone of the assignment, ensuring ideas are logically presented and easy to understand.	<b>25 points</b>

**Assignment 2: PLANNING AND RECRUITING HUMAN RESOURCES, ELECTING EMPLOYEES AND PLACING THEM IN JOBS and TRAINING EMPLOYEES**

**Question 1** - Explain the importance of human resource planning and recruitment in achieving organizational goals.

**Question 2** - Discuss the key factors organizations should consider when selecting employees and placing them in appropriate jobs.

**Question 3**- Describe the role of employee training in improving employee skills, performance, and organizational effectiveness.

**Submission Guidelines** - Upload your essay as a 5 - 8 page paper, exclusive of title page and appendices, in MS Word format, 12 point Times New Roman Font, double-space following APA Style Format.

**Course Assignment Rubric (Total: 200 Points)**

Criteria	Description	Points
<b>Content Quality &amp; HRM Concept Accuracy</b>	Evaluates the accuracy, clarity, and completeness of HRM concepts such as workforce planning, recruitment strategies, selection methods, job placement, and training processes. Strong responses demonstrate clear understanding of HRM theories and practices.	<b>70 points</b>
<b>Critical Thinking &amp; HRM Decision-Making Ability</b>	Assesses the ability to analyze HR challenges and make informed decisions related to hiring, selection, job placement, and training effectiveness in organizational contexts.	<b>45 points</b>
<b>Application of HRM Concepts to Organizational Effectiveness</b>	Measures how well students connect HR planning, recruitment, selection, and training concepts to real organizational outcomes such as productivity, employee performance, and goal achievement.	<b>35 points</b>
<b>Use of Evidence &amp; HRM Referencing</b>	Evaluates the use of academic theories, HR models, research studies, and industry examples to support arguments with proper referencing..	<b>25 points</b>
<b>Organization, Grammar, &amp; Professional Communication</b>	Assesses clarity, structure, logical flow, grammar, and professional writing style appropriate for HRM academic and workplace communication.	<b>25 points</b>

**Assignment 3: DEVELOPING EMPLOYEES FOR FUTURE SUCCESS, CREATING AND MAINTAINING HIGH-PERFORMANCE ORGANIZATIONS and MANAGING EMPLOYEES' PERFORMANCE**

**Question 1** - Explain how employee development programs prepare individuals for future career growth and organizational success.

**Question 2** - Discuss the key characteristics of high-performance organizations and the strategies used to maintain them.

**Question 3** - Describe the importance of performance management and how it contributes to employee and organizational effectiveness.

**Submission Guidelines** - Upload your essay as a 5 - 8 page paper, exclusive of title page and appendices, in

MS Word format, 12 point Times New Roman Font, double-space following APA Style Format.

**Course Assignment Rubric (Total: 200 Points)**

Criteria	Description	Points
<b>Content Quality &amp; HRM Concept Accuracy</b>	Assesses the accuracy, depth, and clarity of HRM concepts such as employee development, career growth, high-performance work systems, and performance management practices. Strong responses demonstrate a solid understanding of HRM theories and frameworks.	<b>70 points</b>
<b>Critical Thinking &amp; HRM Decision-Making Ability</b>	Evaluates the ability to analyze organizational practices, evaluate HR strategies, and provide logical reasoning related to employee development, organizational performance, and performance management systems.	<b>40 points</b>
<b>Application of HRM Concepts to Organizational Effectiveness</b>	Measures how effectively students connect employee development, high-performance organizations, and performance management concepts to real workplace outcomes such as productivity, employee engagement, and organizational success.	<b>35 points</b>
<b>Use of Evidence &amp; HRM Referencing</b>	Incorporates credible sources; applies APA format correctly; uses financial data to support arguments effectively.	<b>30 points</b>
<b>Organization, Grammar, &amp; Professional Communication</b>	Evaluates clarity, structure, coherence, grammar, and professional writing style appropriate for academic HRM assignments and workplace communication.	<b>25 points</b>

**Assignment 4: SEPARATING AND RETAINING EMPLOYEES, ESTABLISHING PAY STRUCTURE and RECOGNIZING EMPLOYEES' CONTRIBUTIONS WITH PAY**

- Question 1** - Discuss the challenges organizations face in retaining employees and the strategies used to manage employee separation effectively.
- Question 2** - Explain the importance of establishing a fair and competitive pay structure within an organization.
- Question 3**- Describe how employee contributions can be recognized through compensation and reward systems to improve motivation and performance.

**Submission Guidelines** - Upload your essay as a 5 - 8 page paper, exclusive of title page and appendices, in MS Word format, 12 point Times New Roman Font, double-space following APA Style Format.

**Course Assignment Rubric (Total: 200 Points)**

Criteria	Description	Points
<b>Content Quality &amp; HRM Concept Accuracy</b>	Assesses the accuracy and depth of HRM concepts such as employee retention, turnover management, compensation structures, and reward systems. Strong answers demonstrate clear understanding of HRM theories and compensation practices..	<b>70 points</b>
<b>Critical Thinking &amp; HRM Decision-Making</b>	Evaluates the ability to analyze employee retention challenges, compensation fairness, and reward strategies, and to propose	<b>40 points</b>

<b>Ability</b>	logical and effective HR solutions.	
<b>Application of HRM Concepts to Organizational Effectiveness</b>	Measures how well students connect retention strategies, pay structures, and reward systems to real organizational outcomes such as employee motivation, engagement, productivity, and stability.	<b>35 points</b>
<b>Use of Evidence &amp; HRM Referencing</b>	Assesses the use of HR theories, academic research, case examples, and industry practices to support arguments with proper citation and referencing	<b>30 points</b>
<b>Organization, Grammar, &amp; Professional Communication</b>	Evaluates clarity, structure, coherence, grammar, and professional writing style suitable for academic HRM assignments and workplace communication.	<b>25 points</b>

**Final Essay Exam:** A final essay exam consisting of four essay questions covering the material covered in the course. It will be available to students for at least one week before the end of class.

**Final Essay Exam Rubric:**

**Comprehensive Course Final Rubric (Total: 300 Points)**

- **Content Quality & Accuracy: 100 points**
- **Critical Thinking & Problem-Solving: 80 points**
- **Financial Analysis & Modeling: 70 points**
- **Use of Evidence & Referencing: 30 points**
- **Organization, Grammar, & Mechanics: 20 points**

**Schedule for FINR5306 – Summer 2026 – 5 Weeks**

<b>Week</b>	<b>Topic</b>	<b>Readings</b>
<b>Week 1 – May 27<sup>th</sup> to 31<sup>st</sup> 2026</b>	<b>CONCEPT - GETTING STARTED</b> - Read the syllabus and get familiar with both Blackboard and Connect platforms. <b>Objectives</b> - Begin the course by introducing myself, reading the syllabus, and becoming familiar with both Blackboard and Connect platforms.	Chapter Reading - No chapter reading or homework is assigned, as this is only an introduction class.
	<b>CHAPTER 1 – MANAGING HUMAN RESOURCES</b> - The chapter “Managing Human Resources” introduces the basic concepts and functions of Human Resource Management (HRM) in organizations. It explains the role of HR managers in planning, recruiting, selecting, training, and evaluating employees. The chapter also covers compensation and benefits, employee motivation, workplace diversity, labor laws, employee relations, and HR policies. Emphasis is given to how effective human resource management contributes to organizational success and employee development. <b>OBJECTIVES</b> - The objective of this chapter is to help students understand the importance and functions of Human Resource Management in organizations. It aims to explain HR activities such as recruitment, training, performance evaluation, compensation, employee relations, and workplace policies. The chapter also develops awareness of legal, ethical, and strategic issues involved in managing employees effectively.	Textbook Chapters 1 – <b>Managing Human Resources</b>
<b>Week 2 – June</b>	<b>CHAPTER 2 – TRENDS IN HUMAN RESOURCE MANAGEMENT</b> -	Textbook Chapters 2 –

<p><b>1<sup>st</sup> to 7<sup>th</sup> 2026</b></p>	<p>The chapter “Trends in Human Resource Management” explains the modern developments and changing practices in HRM influenced by technology, globalization, workforce diversity, and changing employee expectations. It covers concepts such as digital HR systems, remote work, talent management, employee engagement, diversity and inclusion, work–life balance, artificial intelligence in HR, and strategic workforce planning. The chapter highlights how organizations adapt HR practices to improve productivity, innovation, and employee satisfaction in a dynamic business environment.</p> <p><b>OBJECTIVES</b> - T The objective of this chapter is to help students understand the emerging trends and modern practices in Human Resource Management. It aims to explain how technology, globalization, workforce diversity, and changing workplace expectations influence HR functions and organizational performance. The chapter also develops awareness of strategic and innovative HR practices used in today’s business environment.</p> <p><b>CHAPTER 3 – PROVIDING EQUAL EMPLOYMENT OPPORTUNITY AND A SAFE WORKPLACE</b> – The chapter “Providing Equal Employment Opportunity and a Safe Workplace” explains the importance of fair treatment, non-discrimination, and workplace safety in organizations. It covers concepts such as equal employment opportunity (EEO), diversity and inclusion, workplace discrimination laws, harassment prevention, employee rights, occupational safety, health standards, and employer responsibilities. The chapter emphasizes creating a respectful, inclusive, and safe work environment that supports employee well-being and legal compliance.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand the importance of equal employment opportunity, workplace fairness, and employee safety in organizations. It aims to explain laws and policies related to discrimination, diversity, harassment prevention, and occupational safety. The chapter also develops awareness of employer responsibilities in creating a safe, inclusive, and legally compliant work environment.</p>	<p><b>Trends in Human Resource Management</b></p> <p>Textbook Chapters 3 – <b>Providing Equal employment opportunity And a safe workplace.</b></p>
	<p><b>CHAPTER 4 – ANALYZING WORK AND DESIGNING JOBS</b> - The chapter “Analyzing Work and Designing Jobs” explains how organizations identify job responsibilities and structure work effectively to improve employee performance and productivity. It covers concepts such as job analysis, job descriptions, job specifications, job design, workflow analysis, job enlargement, job enrichment, and work scheduling. The chapter highlights the importance of designing jobs that match organizational needs while improving employee motivation, efficiency, and satisfaction.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand the process of analyzing work and designing jobs in organizations. It aims to explain job analysis, job descriptions, job specifications, and different job design techniques used to improve productivity and employee satisfaction. The chapter also develops awareness of how effective job design supports organizational efficiency and workforce performance.</p>	<p>Textbook Chapters 4 – <b>Analyzing Work and Designing Jobs.</b></p>
<p><b>Assignment 1 – Due 7th June 2026</b></p>		
<p><b>Week 3 - June 8<sup>th</sup> to 14<sup>th</sup> 2026</b></p>	<p><b>CHAPTER 5 – PLANNING AND RECRUITING HUMAN RESOURCES</b> - The chapter “Planning and Recruiting Human Resources” explains how organizations forecast their workforce needs and attract suitable candidates to fill job positions. It covers key concepts such as human resource planning, job analysis, forecasting demand and supply of labor, recruitment strategies, sources of recruitment (internal and external), and the selection process. The chapter emphasizes aligning workforce requirements with organizational goals to ensure the right number of qualified employees are hired at the right time.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand the process of planning</p>	<p>Textbook Chapters 5 – <b>Planning and Recruiting Human Resources.</b></p>

	<p>workforce needs and recruiting suitable candidates in organizations. It aims to explain human resource planning, job analysis, forecasting demand and supply of labor, and recruitment sources and methods. The chapter also develops awareness of how effective planning and recruitment support organizational efficiency and ensure the right talent is hired at the right time.</p>	
	<p><b>CHAPTER 6—SELECTING EMPLOYEES AND PLACING THEM IN JOBS</b> - The chapter “Selecting Employees and Placing Them in Jobs” explains the process of choosing the most suitable candidates from a pool of applicants and assigning them to appropriate job roles. It covers key concepts such as the selection process, application screening, tests and interviews, background verification, final selection, and job placement. The chapter emphasizes ensuring a proper match between employee skills, qualifications, and job requirements to improve performance, productivity, and organizational effectiveness.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand the process of selecting suitable candidates and placing them in appropriate job roles. It aims to explain the steps involved in employee selection, including screening, testing, interviewing, and final placement. The chapter also develops awareness of how effective selection and placement contribute to better job performance and organizational success.</p>	Textbook Chapters 6 – <b>Selecting Employees and Placing Them in Job</b>
	<p><b>CHAPTER 7 - TRAINING EMPLOYEES</b> - The chapter “Training Employees” explains the process of improving employee skills, knowledge, and abilities to enhance job performance and organizational effectiveness. It covers key concepts such as training needs analysis, types of training (on-the-job and off-the-job), training methods, development programs, and evaluation of training effectiveness. The chapter emphasizes the importance of continuous learning to help employees adapt to changing job requirements, improve productivity, and support organizational growth.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand the importance and process of employee training in organizations. It aims to explain how training needs are identified, different training methods are applied, and training effectiveness is evaluated. The chapter also develops awareness of how training enhances employee skills, improves performance, and supports organizational development.</p>	Textbook Chapters 7 – <b>Training Employees</b>
<b>Assignment 2 – Due 14<sup>th</sup> June 2026</b>		
<b>Week 4 - June 15<sup>th</sup> to 21<sup>st</sup> 2026</b>	<p><b>CHAPTER 8: DEVELOPING EMPLOYEES FOR FUTURE SUCCESS</b> — The chapter “Developing Employees for Future Success” explains how organizations prepare employees for higher responsibilities and long-term career growth. It covers key concepts such as employee development, career planning, succession planning, leadership development, mentoring, coaching, and continuous learning. The chapter emphasizes building employee capabilities beyond current job roles to enhance adaptability, improve performance, and ensure organizational sustainability in a changing business environment.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand how organizations develop employees for future roles and responsibilities. It aims to explain career development, succession planning, mentoring, coaching, and leadership development practices. The chapter also develops awareness of how employee development supports long-term organizational growth and prepares a skilled and capable workforce for future challenges.</p>	Textbook Chapters 8 – <b>Developing Employees for Future Success</b>
	<p><b>CHAPTER 9: CREATING AND MAINTAINING HIGH-PERFORMANCE ORGANIZATIONS</b>—The chapter “Creating and Maintaining High-Performance</p>	Textbook Chapters 9 –

	<p>Organizations” explains how organizations achieve and sustain superior levels of productivity, efficiency, and effectiveness. It covers key concepts such as performance management systems, goal setting, employee engagement, organizational culture, leadership, rewards and recognition, teamwork, and continuous improvement. The chapter emphasizes aligning employee performance with organizational goals to build a motivated workforce and maintain long-term competitive advantages.</p> <p><b>OBJECTIVES</b>—The objective of this chapter is to help students understand how organizations achieve and sustain high levels of performance. It aims to explain the role of performance management, leadership, employee engagement, and organizational culture in improving productivity. The chapter also develops awareness of strategies used to align individual performance with organizational goals for long-term success.</p>	<p><b>Creating And Maintaining High-performance Organizations</b></p>
	<p><b>CHAPTER 10: MANAGING EMPLOYEES' PERFORMANCE</b> — Monitor, evaluate, and improve employee performance to achieve organizational goals. It covers key concepts such as performance planning, setting performance standards, performance appraisal methods, feedback systems, coaching, and performance improvement plans. The chapter emphasizes aligning individual performance with organizational objectives to enhance productivity, accountability, and continuous development.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand how employee performance is planned, measured, and improved in organizations. It aims to explain performance standards, appraisal systems, feedback mechanisms, and performance improvement strategies. The chapter also develops awareness of how effective performance management supports employee development and organizational success.</p>	<p>Textbook Chapters 10 – <b>Managing Employees' Performance</b></p>
<p><b>Assignment 3 – Due 21<sup>st</sup> June 2026</b></p>		
<p><b>Week 5 - June 22<sup>nd</sup> to 28<sup>th</sup> 2026</b></p>	<p><b>CHAPTER 11 - SEPARATING AND RETAINING EMPLOYEES</b> - The chapter “Separating and Retaining Employees” explains how organizations manage employee turnover by balancing retention strategies with separation processes. It covers key concepts such as employee retention, turnover management, resignation, retirement, termination, layoffs, exit interviews, and succession planning. The chapter emphasizes retaining valuable talent through motivation, engagement, and career development, while also ensuring fair and legal procedures for employee separation when necessary.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand how organizations manage employee retention and separation effectively. It aims to explain the reasons for employee turnover, strategies for retaining talent, and procedures involved in employee separation such as resignation, retirement, layoffs, and termination. The chapter also develops awareness of fair, ethical, and legal practices in managing workforce continuity and stability.</p> <p><b>CHAPTER 12 - ESTABLISHING PAY STRUCTURE</b> - The chapter “Establishing Pay Structure” explains how organizations design and manage fair and competitive compensation systems for employees. It covers key concepts such as job evaluation, wage and salary surveys, pay grades, pay ranges, base pay, incentives, and benefits. The chapter emphasizes internal equity and external competitiveness to ensure that employees are rewarded fairly based on their job roles, skills, and market standards while supporting organizational goals and employee motivation.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand how</p>	<p>Textbook Chapters 11 – <b>Separating and Retaining Employees</b></p> <p>Textbook Chapters 12 – <b>Establishing pay Structure</b></p>

	organizations design fair and competitive pay systems. It aims to explain job evaluation, wage surveys, pay grades, and compensation structures used to determine employee salaries. The chapter also develops awareness of how effective pay structures support equity, motivation, and organizational performance.	
	<p><b>CHAPTER 13 - RECOGNIZING EMPLOYEES' CONTRIBUTIONS WITH PAY</b> - The chapter "Recognizing Employees' Contributions with Pay" explains how organizations reward employees based on their performance, skills, and contributions to organizational success. It covers key concepts such as pay-for-performance, merit pay, incentives, bonuses, commissions, profit sharing, and recognition programs. The chapter emphasizes linking compensation to employee productivity and achievements to enhance motivation, job satisfaction, and organizational performance.</p> <p><b>OBJECTIVES</b> - The objective of this chapter is to help students understand how employee contributions are recognized through performance-based pay systems. It aims to explain various incentive plans such as merit pay, bonuses, commissions, and profit-sharing. The chapter also develops awareness of how pay-for-performance systems enhance motivation, productivity, and organizational effectiveness.</p>	Textbook Chapters 13 – <b>Recognizing Employees' Contributions with Pay</b>
<b>Assignment 4 – Due 28<sup>th</sup> June 2026</b>		
<b>Week 6 - July 1<sup>st</sup> 2026</b>	<b>Final Essay Exam – Due 1<sup>st</sup> July 2026.</b>	

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