Human Resource Management function in large formal organizations. Topics include human resources planning, recruitment, selection, performance evaluation, career development and training, compensation and benefits and the role of the professional personnel manager.

PREREQUISITES:
BUSI 2101, BUSI 2702, or BUSI 3602. The School of Business enforces all prerequisites.

This course is a prerequisite to
1. BUSI 4108 (with a grade of C- or higher)
2. BUSI 4706 (with a grade of D- or higher)
3. BUSI 4609 (with a grade of D- or higher)

REQUIRED TEXTBOOK AND MATERIALS

SUGGESTED ADDITIONAL READINGS

COURSE OBJECTIVES
Following completion of this course, students should be able to:
1. Understand the basic principles, concepts, and practices of HRM.
2. Appreciate the contribution of HRM to organizational effectiveness.
3. Effectively utilize their knowledge and analytical skills in the application of HRM.
4. Appreciate the complex role of HRM in meeting the demands of individuals, organizations, and society.

METHOD OF EVALUATION
1. Class Attendance and Participation (CAP)
CAP is the classroom equivalent to professionals participation in meetings. It is an important part of success in this course. Performance will be assessed by the instructor based on each participant's contribution, which may take the form, among others, of raising or answering questions, offering
comments, enriching the class with relevant items of interest from the media or personal experiences, taking part in brief in class cases, or other exercises, and overall effort throughout the term. To participate, one has to be in class. (The final participation mark will be form by 40% from the attendance to the sessions and 60% from the participation in class, group cases participation and final group project peer evaluations). In almost each session there will be an exercise to be done by groups most of the time during the session. Each session the student will have to sign an attendance list that will be provided by the instructor.

2. Midterm and Final Exam
These exams will help consolidate the knowledge that you acquire during the course. The format will be multiple choice and short essay questions. Each exam will take about two hours.

The objective of this project during the term is to “understand and apply the concepts of HRM inside an organization”. This project will enable you to:
   a) Focus on a subject of your choice within the overall field.
   b) Learn about your chosen topic by drawing information from a number of cognate disciplines.
   c) Learn more about the importance of your topic of election inside a work environment and help others learn about your chosen discipline.

HRM project will be form of:
1.- Research Analysis with a short class presentation (15 minutes with an engaging activity)
2.- Final Written Report applying the concepts from a chosen topic in a Canadian company, institution or crown corporation.(20 pages plus appendixes and references)
3.- Final Presentation to a pannel of experts

Specific Requirements for the Topic Research class presentation:
- The team members will have to choose from given topics.
- The Topic Research and Class Presentation, will be handled on a team basis.
- Each team must prepare a 15 minutes presentation to the class about the research done in a chosen topic of HRM.
- The power point presentation of the research analysis must be submitted both in hard copy the day of the presentation and by email the day before the presentation (at 12:00 pm ‘the latest’). It must be no longer than fifteen slides (15), Introduction, research analysis about the articles, conclusion plus appendices and references.
- Each group member should have a speaking role in the presentation.
- Groups must also conduct a class discussion after their presentation, engaging the class on the their specific topic and their research findings. It is recommended that groups have prepared 2 to 3 discussion questions related to the articles used in their presentation of their research analysis.
- Note that part of the overall mark for the presentation will be based on the group’s efforts to engage the class. Consider ways to make your presentation as interactive as possible (i.e. group exercises, case analysis, problem simulation, etc.)
- The research and presentation must be based on recent and relevant articles found on the topic in academic journals. Each group must submit a bibliography containing a minimum of two (2) articles from academic journals per team member. The articles must be included as an appendix.
- Each student must submit by the day of the presentation an accurate peer evaluation of their group members according to their group contract.
Note: for more information see “in class presentation guidelines” and “in class presentation template” at cuLearn.

Specific Requirements for the Final project (written report and final presentation):
- Each team must submit a final written report on its chosen about the organization chosen for their final project. This must be up to twenty pages.
- Each group will make a formal executive final presentation of 20’ to 30’ on its findings to the organization to a panel of experts and to the class. They will choose the best project presentation.
- The Instructor expects to meet with each team at least every two times during the term to discuss the advance in their projects. (This meetings are compulsory)
- The final project must be submitted both in hard copy and by email, on the day they were assigned for their final presentations.
- Each student must submit their final written report the last day of the presentations with an accurate peer evaluation of their group members according to their group contract.

Note: for more details see “final project guidelines” and “final presentation and written report templates” at cuLearn.

Summary of Assignments and Evaluation

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Session due</th>
<th>% of grade</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midterm</td>
<td>6 (23/02/2016)</td>
<td>15</td>
<td>45</td>
</tr>
<tr>
<td>Final Exam</td>
<td>End of the Term</td>
<td>30</td>
<td></td>
</tr>
<tr>
<td>Team Project</td>
<td>2 to 10</td>
<td>10</td>
<td>43</td>
</tr>
<tr>
<td>Research Analysis and in class Presentation</td>
<td>11 and 12</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Team Final Presentations</td>
<td>12</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Written Report</td>
<td>2 to 9</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>In class Cases and exercises</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Class Participation and Attendance</td>
<td>Throughout</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

Important Notes:
The students should always retain a hard copy of all work submitted

Satisfactory In-term Performance
The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work:
   a) Midterm
   b) Final Exam
   c) Topic Research and Final Project

FND
To reduce instances of miscommunication Carleton introduced a grade FND (Failure with No Deferral) to be assigned to students who fail to meet the minimum in-term performance standards explicitly set out in the outline and applied consistently (i.e., there is no other hidden criteria).

If you must miss the mid-term exam due to verifiable illness (or, in rare cases, some other circumstances beyond your control) you may apply to shift the weight of the mid-term to the final exam by submitting a medical certificate or other verifiable documentation to me—the instructor—no later than five (5) calendar days after the midterm date.

Citations:
Equally important you are being graded in part on the degree, depth and quality of your empirical research, demonstrated by citations to appropriate sources. A minimal number of citations points to inadequate research. Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism. When in doubt, cite, paying particular attention to correctly identify phrases as quotations with precise references to their source. To compile the list of works cited (bibliography or reference list) see the Library’s guide to MLA citations at http://www.library.carleton.ca/howdoI/mla_style.pdf.

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Reading/ Assignments</th>
</tr>
</thead>
</table>
| 1- 12/01/16 | Introduction and Course Organization Strategic Importance of HRM | Chapter 1  
Form Groups  
Select topics for HRM Project |
| 2- 19/01/16 | Human Resource Planning                  | Chapter 3  
Case 1 |
| 3- 26/01/16 | Diversity Management and Legal Requirements | Group Research Topic Presentation and activity  
Chapter 4  
Case 2 |
| 4- 02/02/16 | Job Analysis and Design                   | Group Research Topic Presentation and activity  
Chapter 2 |
| 5- 09/02/16 | Recruitment an Selection                  | Group Research Topic Presentation and activity  
Chapters 5 and 6 |
| 6- 23/02/16 | MIDTERM                                   | Chapters for Midterm : 1,2,3, 4, 5 and 6 |
| 7- 01/03/16 | Performance Management                    | Group Research Topic Presentation and activity  
Chapter 8 |
| 8- 08/03/16 | Compensation and Benefits                 | Group Research Topic Presentation and activity  
Chapter 9 and 10  
Case |
| 9- 15/03/16 | Training and Development Employee Health and Safety | Group Research Topic Presentation and activity  
Chapter 7  
Case  
Chapter 12  
Exercise |
| 10- 22/03/16 | Labour Relations                         | Chapter 11 and 13  
Exercise |
| 11- 29/04/16 | HRM Project Final Presentations           | Presentations (4 groups) |
| 12- 05/03/16 | HRM Project Final Presentations           | Presentations (4 groups)  
Written Report due |
This schedule may be modified depending on the level of interest in the subjects to be discussed. It is each participant’s responsibility to keep up to date with the overall progress of the course as the term unfolds, and with any specific changes announced in class.

IMPORTANT ADDITIONAL INFORMATION

Cell Phones
The use of cell phones, e-pads or tablets, for texting, videotaping, or answering calls is forbidden inside the classroom.

Course Sharing Websites
Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations
If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work
The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90-100</td>
</tr>
<tr>
<td>A</td>
<td>85-89</td>
</tr>
<tr>
<td>A-</td>
<td>80-84</td>
</tr>
<tr>
<td>B+</td>
<td>77-79</td>
</tr>
<tr>
<td>B</td>
<td>73-76</td>
</tr>
<tr>
<td>B-</td>
<td>70-72</td>
</tr>
<tr>
<td>C+</td>
<td>67-69</td>
</tr>
<tr>
<td>C</td>
<td>63-66</td>
</tr>
<tr>
<td>C-</td>
<td>60-62</td>
</tr>
<tr>
<td>D+</td>
<td>57-59</td>
</tr>
<tr>
<td>D</td>
<td>53-56</td>
</tr>
<tr>
<td>D-</td>
<td>50-52</td>
</tr>
<tr>
<td>F</td>
<td>Below 50</td>
</tr>
<tr>
<td>ABS</td>
<td>Student absent from final exam</td>
</tr>
<tr>
<td>WDN</td>
<td>Withdrawn from the course</td>
</tr>
<tr>
<td>DEF</td>
<td>Deferred (See above)</td>
</tr>
<tr>
<td>FND</td>
<td>(Failed, no Deferred) = Student could not pass the course even with 100% on final exam</td>
</tr>
</tbody>
</table>

Academic Regulations, Accommodations, Etc.
University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university’s website, here:

http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/

Requests for Academic Accommodations

Academic Accommodations for Students with Disabilities
The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at
613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (if applicable).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

For Religious Obligations:
Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.
Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:
Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity
Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/.

Assistance for Students:
Student Academic Success Centre (SASC): www.carleton.ca/sasc
Writing Tutorial Services: http://www1.carleton.ca/sasc/writing-tutorial-service/
Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Sprott Student Services
The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you’re having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! http://sprott.carleton.ca/students/undergraduate/support-services/
Be in the know with what’s happening at Sprott: Follow @SprottStudents and find us on Facebook SprottStudents Sprott.

Important Information:
- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting [https://portal.carleton.ca/](https://portal.carleton.ca/)

**WINTER TERM 2016**

**January 4**
University reopens

**January 6**
Winter-term classes begin.

**January 19**
Last day for registration for winter term courses.
Last day to change courses or sections (including auditing) for winter term courses.
Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

**January 31**
Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

**February 12**
April examination schedule available online.

**February 12-20**
Fall-term deferred examinations will be held.

**February 15**
Statutory holiday, University closed.

**February 15-19**
Winter Break. Classes are suspended.

**March 1**
Last day for UHIP refund applications for International Students who will be graduating this academic year.
Last day for receipt of applications from potential spring (June) graduates.
March 6
Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for April examinations.

March 24
Last day to pay any remaining balance on your Student Account to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2016 course selection.

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

March 25
Statutory holiday, University closed.

April 1, 2016
Last day for receipt of applications for admission to an undergraduate program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.

April 8
Winter term ends.

Last day of fall/winter and winter-term classes.
Last day for academic withdrawal from fall/winter and winter term courses.
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

April 9-10
No classes or examinations take place

April 11-23
Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

April 15, 2016
Winter Co-op Work Term Reports are due.

April 23, 2016
All take home examinations are due on this day.

June 6-16
Fall/winter and winter term deferred final examinations will be held.