



**BUSI 3102, Section G**  
**Introduction to Human Resource Management**  
**Winter 2017**

**Instructor:** Dr. Larry M. Coutts  
**Class Time:** Tuesdays, 8:35 – 11:35 a.m.  
**Classroom:** Room 236, Tory Bldg.  
**Office:** TBA  
**Office Hours:** Thursdays, 11:30 – 1:30 (by appointment)  
**Course Web Page:** CuLearn at <https://culearn.carleton.ca>  
**Email:** [Larry.Coutts@carleton.ca](mailto:Larry.Coutts@carleton.ca)

**Additional Support:** The Academic Writing Centre at [www.carleton.ca/wts/](http://www.carleton.ca/wts/)

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### Course Description

Human Resource Management functions 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.

Prerequisite(s): second-year standing and one of BUSI 2101, BUSI 2702 or BUSI 3602. Lectures three hours a week.

### Course Textbook

The following textbook is required:

Schwind, H. F., Uggerslev, K., Wagar, T., Fassina, N., & Bulmash, J. (2016). *Canadian human resource management* (Eleventh Edition). McGraw-Hill Ryerson: Toronto. ISBN: 978-1-25-908762-2

### Learning Outcomes

Following successful completion of the course, you should be able to:

1. Understand the basic principles, concepts, and practices of HRM
2. Appreciate the contribution of strategic HRM to organizational effectiveness
3. Effectively utilize your knowledge and analytical skills in the strategic application of HRM
4. Appreciate the complex role of HRM in meeting the demands of individuals, organizations, and society.

## Evaluation

1. Mini Exercise	6%	January 24
2. Midterm Test	25%	February 14
3. Group Case Analysis Report	20%	March 21
4. Group Presentation Exercise	5%	March 28 and April 4
5. Final Exam	44%	Date/Time TBA

### Note

- Both the Mini Exercise and the Group Case Analysis Report **must** be submitted in **hard copy** at the start of the class in which they are due.
- You **must** attach a completed copy of the Sprott School's **Declaration of Academic Integrity** to both of your written assignments. This form is available on the course web site. **The form must be signed** (including by each member of the group in the Case Analysis Report).
- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days late will not be graded.

### 1. Mini Exercise (6%) – January 24

The Mini Exercise is worth 6% of your final grade and is due at the start of class on **January 24**. For this exercise, your written report should not exceed **three** typed, double-spaced pages. The Mini Exercise and instructions are presented on the course web site.

### 2. Midterm Test (25%) – February 14

The Midterm Test will be held in the classroom during the regularly scheduled class time on **February 14**. You must be present to write this test or present a medical certificate to explain your absence. The test will cover all material in the text and lectures up to and including the class prior to the midterm test (i.e., Chapters 1, 2, 5, 6, 9, 10 and lecture material).

### 3. Group Case Analysis Report (20%) – March 21

For the Group Case Analysis Report you **must** form groups of **4 to 6 students per group** and register the **names and student IDs** of students in each group by **January 31** (class #4) via an **Excel spreadsheet** emailed to me at [Larry.Coutts@Carleton.ca](mailto:Larry.Coutts@Carleton.ca). The Group Case Analysis Report is due at the start of class on **March 21**.

The Group Case Analysis document is titled ***The Bank Merger*** and is presented on the course web site. This case deals with a human resource problem in a bank setting. As “HR consultants,” the task of each team will be to:

- a. Provide a written report in which you describe the main problems and issues facing the **Human Resource Steering Committee** and
- b. Propose a human resource action plan to deal with these problems and issues.

Each team's report should be approximately **8-10 typed, double-spaced pages** including possible tables and figures. **It should be written as an external consultant's report to the Human Resource Steering Committee.**

**Evaluation criteria** for the Group Case Analysis Report include the following:

- The HR problems are well defined; the elements of the problems are explicitly presented.
- The causes of the problems identified take into consideration the information presented in the case and concepts, theories, and research in human resource management.
- The actual and potential consequences of the problems are identified.
- The HR solutions to the problems are relevant and address the problems identified; the solutions are both general (e.g., a re-organization of work is proposed) and practical (e.g., take into consideration the time, financial, and human resources available).
- The quality of the report is appropriate with regard to:
  - Its structure and format; it should be in an essay-type format (not point form)
  - Logical sequence of ideas
  - Grammar, spelling, and punctuation.

The report should be written in a formal, essay style. The report should allow the Human Resource Steering Committee to understand precisely the nature of the human resource management issues arising from the bank merger, the steps required to carry out the action plans to deal with these issues, the advantages and disadvantages associated with the proposed solutions, and the prognosis.

#### **4. Group Presentation Exercise (5%) – March 28 and April 4**

Each group will give a **10 to 15-minute presentation** in class of one of two mini cases. The mini cases and instructions are presented on the course web site. All members of the group must actively participate in the presentation. **The groups will be the same as for the Group Case Analysis Report.** The presentations will occur during the last two weeks of class (**i.e., March 28 and April 4**).

#### **5. Final Exam (44%) – Date TBA**

The final exam will be held during the formal examination period. The exam will be cumulative and will be based on all material covered during the course including the textbook (i.e., Chapters 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, 12), lecture material, and in-class discussions.

## Course Schedule

Week	Topic	Resource Material
1. January 10	<ul style="list-style-type: none"> <li>Review of Course Outline</li> <li>Introduction to and Strategic Importance of Human Resource Management</li> <li>Criteria: Standards for Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 1</li> <li>Lecture Material</li> </ul>
2. January 17	<ul style="list-style-type: none"> <li>Analyzing Jobs and Work</li> <li>Work Motivation and Job Design</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Lecture Material</li> </ul>
3. January 24	<ul style="list-style-type: none"> <li>Job Evaluation and Compensation</li> <li>Employee Benefits and Services</li> </ul> <p><b>Mini Exercise (Job Analysis and Design) is due</b></p>	<ul style="list-style-type: none"> <li>Chapter 9</li> <li>Chapter 10</li> <li>Lecture Material</li> </ul>
4. January 31	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Personnel Selection: Predictors and Methods</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 5</li> <li>Chapter 6</li> <li>Lecture Material</li> </ul>
5. February 7	<ul style="list-style-type: none"> <li>Personnel Selection: Decisions</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 6</li> <li>Lecture Material</li> </ul>
6. February 14	<p><b>Midterm Examination (in classroom at regular class time)</b>  <b>Chapters 1, 2, 5, 6, 9, 10, and Lecture Material</b></p>	
<p>February 20-24    <b>Winter Reading Week – No Classes</b></p>		
7. February 28	<ul style="list-style-type: none"> <li>Fairness and Bias in Employee Selection</li> <li>Legal Requirements</li> <li>Managing Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Lecture Material</li> <li>Chapter 4</li> </ul>
8. March 7	<ul style="list-style-type: none"> <li>Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 8</li> <li>Lecture material</li> </ul>
9. March 14	<ul style="list-style-type: none"> <li>Orientation, Training and Development</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Lecture Material</li> </ul>
10. March 21	<ul style="list-style-type: none"> <li>Managing Employee Relations</li> <li>Health and Safety in the Workplace</li> <li>Organizational Change</li> </ul> <p><b>Group Case Analysis Report is Due</b></p>	<ul style="list-style-type: none"> <li>Chapter 11</li> <li>Chapter 12</li> <li>Lecture Material</li> </ul>

11. March 28	<b>Group Presentations</b>	
12. April 4	<b>Group Presentations</b>	
	<ul style="list-style-type: none"> <li>• Course Review</li> </ul>	
<b>Final Exam: Will include <u>all</u> chapters covered in the course plus lecture material (i.e., Chapters 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, and 12)</b>		

**Note:** While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

### Satisfactory In-Term Performance

The requirement for satisfactory in-term performance in this course is set at **50%** of all pre-final exam term work. Unsatisfactory in-term performance in this course will lead to a FND grade in this course in the event of a missed final exam.

### Course Web Page

The URL for the course web page is <https://culearn.carleton.ca>. You must access the site regularly for updates about the class and upcoming assignments. Grades for all course work will be posted on the CuLearn Grade Book as soon as available.

### Additional Information

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, the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

*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/>

*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](mailto: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). **Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (if applicable).*

*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; a grade of Failure in the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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/>.

*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.

*Medical certificate:* Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. <http://www2.carleton.ca/registrar/forms/>

*Note:* - Students must always retain a hard copy of all work that is submitted. - All final grades are subject to the Dean's approval.

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 CARLETON address. Therefore, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>

## Important Dates and Deadlines—Winter 2017

<b>January 2, 2017</b>	University reopens.
<b>January 5, 2017</b>	Winter term classes begin.
<b>January 18, 2017</b>	Last day for registration for winter term courses. Last day to change courses or sections (including auditing) for winter term courses.
<b>January 20-22, 27-29, 2017</b>	Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Winter 2017 and must register for the Winter 2017 term. Fall term deferred final examinations to be held
<b>January 31, 2017</b>	Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.
<b>February 1, 2017</b>	Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the fall/winter session.
<b>February 17, 2017</b>	April examination schedule available online.
<b>February 20, 2017</b>	Statutory holiday. University closed.
<b>February 20-24, 2017</b>	Winter Break, no classes.
<b>March 1, 2017</b>	Last day for receipt of applications from potential spring (June) graduates. Last day for receipt of applications to Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Journalism and Humanities, and the Bachelor of Music degree programs for the fall/winter session. Last day for receipt of applications for admission to an undergraduate program for the summer term.
<b>March 10, 2017</b>	Last day for receipt of applications for admission from candidates who wish to be guaranteed consideration for financial assistance (including Carleton fellowships, scholarships and teaching assistantships) administered by Carleton University. Candidates whose applications are received after the March 1 deadline may be considered for the award of a fellowship, scholarship or teaching assistantship. (Graduate students only) Last day to request formal exam accommodations for April examinations to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
<b>March 24, 2017</b>	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 the Undergraduate Calendar).

<b>April 1, 2017</b>	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.
<b>April 7, 2017</b>	Winter term ends. Last day of fall/winter and winter term classes. Last day for academic withdrawal from fall/winter and winter term courses.
<b>April 10-25, 2017</b>	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. Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week.
<b>April 14, 2017</b>	Statutory holiday, University closed.
<b>April 25, 2017</b>	All take home examinations are due on this day.
<b>May 1, 2017</b>	Last day for receipt of applications for undergraduate internal degree transfers to allow for registration for the summer session.
<b>May 12, 2017</b>	Graduate students who have not electronically submitted their final thesis copy to the Faculty of Graduate and Postdoctoral Affairs will not be eligible to graduate in Spring 2017 and must register for the Summer 2017 term.
<b>May 17-28, 2017</b>	Fall/Winter and Winter term deferred final examinations to be held
<b>June 1, 2017</b>	Last day for receipt of applications for admission to an undergraduate program for the fall/winter session except for applications due February 1 or March 1 or April 1.