



BUSI 3102: Introduction to Human Resource Management

FALL 2025

Instructor	Shani Pupco
Email Address	shanipupco@cunet.carleton.ca
Class Times	Tuesday, 11:35am to 2:25pm
Modality	In person
Office Hours	By appointment
Office Location	Nicol 5033
TA Name/Email	TBA

Pre-Requisites & Preclusions:

Prerequisites: second-year standing, and one of BUSI 2101, BUSI 2121, BUSI 2702, [BUSI 3602](#), PSYC 2801.

Preclusions:

Course Description/Instructor's Statement

Carleton Calendar Description

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.

Instructor's Description:

This course provides an introduction to the main functions and topic areas in Human Resource Management (HRM). Topics include job analysis and design, recruitment and selection, training and development, performance evaluation, compensation, diversity management, and occupational health and safety. The course teaching format will include lectures, in-class exercises and cases, and experiential activities.

Course Learning Objectives:

1. Understand the basic principles, concepts, and practices of HRM
2. Articulate the importance of HRM to organizational functioning and effectiveness
3. Apply HRM knowledge to provide evidence-based solutions to HRM problems
4. Appreciate the complex role of HRM in meeting the demands of individuals and organizations

Required/Optional Materials & Prices

Human Resources Management in Canada

- Gary Dessler and Nita Chhinzer; 16th Edition; Pearson Canada; 2025
- \$89.99

- REVEL e-text

Please purchase the textbook(s) from the campus bookstore in Nideyinàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

Grading Scheme

Class involvement	10
Textbook chapter quizzes	10
Group case assignment	20
Midterm exam	30
Final exam	30
TOTAL	100%

Important Dates to Note

Group case assignment	Part A – October 13, Part B – November 25
Class involvement	Each Class
Midterm Exam	October 28 th , 2025
Chapter Quizzes	Each week after class
Final exam	Final exam period

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



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Midterm and Final Exam

Midterm

The midterm exam will occur on October 28th, 2025 during regular class time – in class. The midterm will cover weeks 1 to 6.

Final Exam

- The final exam will occur during the fall semester exam period. It will be in person, but take place online. As such, a laptop is required. The exam will predominantly cover weeks 8-11, but will include some information from the remainder of the course.

Details of Evaluations

Below is an overview of each deliverable, but please note further details for each will be provided as the semester progresses.

Chapter Quizzes

Each Quiz will be made available on Revel. This quiz marks are participation marks – essentially, all that is required is that you complete them. But...there is a catch: the quizzes are adaptive in that if you get questions wrong, they will keep asking you questions on said topic until you demonstrate sufficient knowledge on the topic. You are required to complete the quiz for every chapter assigned. The quizzes are due after each class so that you may supplement your knowledge with what was covered during lecture. This is designed to give both you and me an opportunity to check-in, and for you to self-evaluate your grasp of the fundamental HRM concepts. Please note however, that lecture and text-book content won't always overlap. The purpose of the textbook is to provide foundational knowledge – where is in class we will tend to look at the concepts using a more complex lens, and work on integrating concepts from different weeks.

Group Case Assignment

Applying your knowledge of HRM is important. It (a) demonstrates your ability to translate knowledge to real world scenarios. One of those scenarios, is using what you learned in class to help you complete a project as a group. Group project provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership, and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. When providing details on the requirements of the project, I will set out rules and norms for every group to follow regarding potential conflicts. There will be a peer evaluation competent to prevent social loafing; peers will rate your effort out of 100, and your group project grade will be adjusted to reflect this effort when inputting final grades.

Late Assignments:

- Deadlines are strict. Failure to meet deadlines will result in grade penalties of 5% per day. **Assignments more than 7 days (1 week) late will be considered missed.** Please note that technological problems do not justify late submissions. If you are concerned one of your assignments will be late, please get in touch with me **prior** to the due date!
- The reason for the strict late penalty is to ensure organizational justice to the greatest extent possible. In other words, to make sure its fair for all the students who submitted their assignments on time.
- The quality of your writing is an important component of effectively presenting your "ideas". If you need or would like coaching on your writing skills, help is available to you at the writing tutorial service (WTS) at www.carleton.ca/wts/.

Deferred Examinations/Assignments:

If you wish to defer a **Formal Final Exam**, you – the student – must reach out to the registrar's office with the proper documentation prior to the deadline (please refer to <https://carleton.ca/registrar/deferral/> for dates). Once the request has been put through, your instructor will be notified for their approval. Your final exam will be formally scheduled. If you miss

the deadline for applying for a deferral, please reach out to your instructor personally to discuss. In the event that you are unable to write a midterm, test, or other scheduled assessments due to extenuating circumstances (such as a death in the family, illness, etc.), you must provide appropriate supporting documentation to your professor. Upon review, a deferred test may be offered. Please note that students who do not provide valid documentation or fail to offer a reasonable explanation for missing an assessment will receive a grade of 0% for that test.

The deferral will be held on Monday, November 3rd at 7:15am.

Preparation and Participation:

The course involves 3-hours of in-class learning designed to supplement assigned readings, videos, and activities you are required to complete in your own time. In-class sessions will be broken up such that approximately half our time is spent discussing HRM concepts in an immersive lecture format, and the other half is spent on interactive exercises, discussions, and activities designed to immediately engage you with course material. Classes require your active participation for the best learning experience. It is expected that you will have completed the assigned readings and watched the posted videos prior to class, so that you can be actively involved in class exercises and discussions.

- **Suggested Time Commitment:** Each week, you are expected to dedicate 3-hours to in-class lectures and 3-6 hours to reading, assignments, and other course-related activities.

Course Schedule

Please note – text book chapters for required reading will be posted on the course website – topic schedule is subject to change

Week #	Week of	Topic
1	September 9	Intro to HRM - Chapter 1
2	September 16	Diversity, Equity and Inclusion in HRM
3	September 23	Job Design and Analysis
4	September 30	Recruitment and Selection
5	October 7	Onboarding and Training
6	October 14	Performance management; Group case assignment Part A
No class – Fall reading week		
7	October 28	Midterm
8	November 4	Compensation
9	November 11	Occupational Health and Safety
10	November 18	Managing Employee Relationship

11	November 25	Labour Relations - Group case assignment Part B
12	December 2	Exam review

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				✓
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				✓
BC3 Critical Thinking <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i>				✓
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				✓

BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	✓			
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ADDITIONAL INFORMATION

Course Sharing Websites

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, followership, 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.

Grading

In accordance with the Carleton University Undergraduate Calendar (p 34), 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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

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 Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on 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. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a 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, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to

activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
