



BUSI 3102 F, G and E
Introduction to Human Resource Management
Winter 2026

Course instructor Ruth McKay, Ph.D.

Time: BUSI 3102G Thursday 11:35 pm-2:25 pm
BUSI 3102E Friday 11:35 pm-2:25 pm
BUSI 3102F Friday 2:35 pm- 5:25 pm

E-Mail ruth.mckay@carleton.ca. When sending emails use the subject line **BUSI3102 plus your class section letter**. Any other subject lines may mean an ignored email.

Office Hours: By appointment through email

Course Design: In person

TA: Cheng Zheng chengzheng4@cmail.carleton.ca

PREREQUISITES: second year standing and one of BUSI 2101, BUSI 2121, BUSI 2702, BUSI 3602, PSYC 2801. **The School of Business enforces all prerequisites.**

This course is a prerequisite to:

- 1.- BUSI 4108 (with grade of C- or higher)
- 2.- BUSI 4706 (with grade of D- or higher)
- 3.- BUSI 4609 (with grade of D- or higher)

REQUIRED TEXTBOOK: Hermann Schwind, Krista Uggerslev, Terry Wagar, Neil Fassina, Michael Halinski (2025). Canadian Human Resource Management: A Strategic Approach (14th Edition). McGraw-Hill: Toronto. ISBN: 1265688613 · 9781265688615

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.

COURSE DESCRIPTION: This course introduces 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. Strategic and operational challenges in managing human resources will be highlighted throughout the course.



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 apply their knowledge and analytical skills in the organizational application of HRM.
4. Appreciate the complex role of HRM in meeting the demands of individuals, organizations, and society.
5. Link HR to organizational strategy.

EVALUATION:

Assignment	Percentage of grade	Due Date/Assigned Time(s)
Group Assignments	30%	1 week after each presentation Speaker Assignment questions answered and final one paper at end of semester
6 in-class group assignments	20%	During class time
Final Exam	50%	In the official exam time
Total	100%	

Assignments must be handed in on time through Brightspace. Late assignments will be penalized as follows: Within the first 24 hours 20% grade reduction, within 48 hours 40% grade reduction, after which the assignment will not be accepted for grading.

EXAM and GRADES:

The final exam will be held during the official exam time. The exam will be short and long essay-style question(s). The exams will test students on materials covered in the course (lecture, slides, videos, text chapters outlined in syllabus, all assigned readings, assignments, discussions, speakers etc.). Students who are unable to write the final exam because of a serious illness/emergency or other circumstances beyond their control may apply for accommodation. The accommodation for a missed final exam will be granting the student the opportunity to write a deferred exam.

Granting of a deferred exam is subject to University Academic Regulations found here:

<https://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

NB: Students must complete at least one group in-class assignment of six, the final paper and the final exam in order to pass this course.

Class Design

The class will be in person. Class will be divided into the lecture time, two speakers and for some classes time working on group assignments. Students are responsible for preparing for class by reading the assigned text material and going over all posted course material:

1. **Prep for Class.** The basis for the lectures will be the course textbook and recent and current media events. The lecture PowerPoint slides will be available each week. Students will be expected to review class material in advance of the class.

2. **Group Small Assignments.** During the course there will be 6 group in-class assignments.
3. **Two Group Speaker Assignments and Final Paper Based on Company Presentation(s).**
During the course there will be company presentation(s). After each of these presentations you will submit a group assignment. These assignments will not be graded but checked for content and quality. At the end of the course, your group will take your submission(s) and complete a group final assignment.
4. **The Final Exam.** Will be based on all course content.

Grading Concerns:

If a student has a concern about a grade given to an assignment, presentation or paper (e.g. a grade given relative to the material they have written or presented) follow these procedures:

1. Write an email to the professor explaining your concern. It is not enough to request a re-grading, you need to explain why you believe the regrade is needed.
2. The grading concern will be addressed by the professor or sent to the TA for consideration.
3. The concern will be addressed, and an explanation will be provided by email.

It is possible the submission will be fully re-graded particularly if the concern raised is frivolous, unsubstantiated or excessive and might result in a lower grade. If the concern is more general (e.g. how can I improve my grade in the future) then discussions through email, an person meeting or a Zoom appointment/phone call should be booked with the professor/or TA to discuss this issue further.

NOTE: You are responsible for maintaining copies of all your submissions on Brightspace until you have received your final grade and if for any reason you wish to discuss your final grade. You may be required to resubmit your assignment in the event of a grade dispute or grade re-evaluation if the assignment posted on Brightspace is corrupted or inaccessible. You are responsible for verifying that all your submissions on Brightspace are loaded properly, on time and are accessible.

Group Assignments for In-class Work: There will be group assignments held during class in person. **Group members must be in the same course section.** If a student does not attend class, they are not in the group for that assignment. **The group is responsible for each group member keeping a copy of the assignment before submitting. The purpose of doing this is for your records and in case the assignment loaded on Brightspace is incorrect or corrupted.**

Participation in class: In class participation is encouraged if it is focused and relevant. Disrespectful behaviour (e.g. interrupting class, dominating conversations, showing a lack of patience and respect when IT issues arise, speaking unfavourably and inappropriately about those in the class, the professor or the TA) will result in a grade deduction.

Satisfactory In-term Performance

1. The requirement for satisfactory in-term performance is set at 50% of the final assignments and exam
2. The criteria and the standard(s) for satisfactory in-term performance are as follows:
 - a. Respectable behaviour in the classroom
 - b. Writing the final exam

- c. Being a responsible group member in all group work
- d. Obtaining at least 50% overall for the final groups assignment, in-class assignments and final exam.

3. Unless an exception is made, unsatisfactory in-term performance in this course will lead to failure in this course (regardless of the performance in the final exam) and FND grade in this course (in case of a missed final exam).

Online/Classroom Protocol

While the class is in person there are possibilities that the class will be moved online for reasons of weather or the health of the instructor. Sprott expects and supports inclusive, supportive and respectful environments online and in person - this includes all student behaviour online, in video and in chat rooms. Disrespectful behaviour will not be tolerated. All students are held to the standards under the ***Student Rights & Responsibility Policy:***

- Governs student behaviour participating in Carleton activities (academic and non-academic).
- Category 1 violations include disruption, unauthorized entry, failure to comply or identify, mischief, and the like.

Further the **Academic Integrity Policy** states: It is a violation of the standards of academic integrity for a student registered in a class to disrupt the class or other period of instruction. Sanctions range from educational workshops to exclusion from university facilities, to **expulsion** from campus. **Note that, by default for online classes, all chats and live sessions are recorded.**

Anyone (course instructors and students both) wishing to express concern over behaviour, either within class or during teamwork, please contact: **classroomprotocol@sprott.carleton.ca**

<u>BUSI 3102 Introduction to Human Resources</u>		<u>Tentative Class Schedule</u>	
Dates	Topic	Date	Readings/Assignment
Class 1	<ul style="list-style-type: none"> • Introduction • Strategic importance of HRM 	Jan 8/9	Chapter 1 Group selection during class
Class 2	<ul style="list-style-type: none"> • Human Resource Planning 	Jan 15/16	Chapter 3
Class 3	<ul style="list-style-type: none"> • Job Analysis and Design 	Jan 22/23	Chapter 2
Class 4	<ul style="list-style-type: none"> • Employee Relations and Union Management 	Jan 29/30	Chapter 11 and 13 Group In-class Assignment A1
Class 5	<ul style="list-style-type: none"> • Performance Management 	Feb 5/6	Chapter 8 Group In-class Assignment A2
Class 6	<ul style="list-style-type: none"> • Recruitment 	Feb 12/13	Chapter 5 Group In-class Assignment A3
Break	NO CLASS - Winter break	Feb 16-20th	
Class 7	<ul style="list-style-type: none"> • Selection <p>Presenters Paige Boudreau and Alex Whibley, Hays Canada</p>	Feb 26/27th	Chapter 6 Group Speaker Assignment 1
Class 8	<ul style="list-style-type: none"> • Compensation 	March 5/6	Chapter 9 Group In-class Assignment A4
Class 9	<ul style="list-style-type: none"> • Managing Employee Relations, Legal Requirements, Diversity 	March 12/13	Chapter 11 and 4 Group In-class Assignment A5
Class 10	<ul style="list-style-type: none"> • Orientation, Training and Development, and Career Planning 	March 19/20	Chapter 7 Group In-class Assignment A6
Class 11	<ul style="list-style-type: none"> • Employee Benefits and Services <p>Presentation: Melissa Talbot and Rafat Haque, TWINN</p>	March 26/27	Chapter 10 Group Speaker Assignment 2
Class 12	<ul style="list-style-type: none"> • Ensuring Health and Safety at the Workplace 	April 2/8th	Chapter 12 Group Assignment - Makeup
Final Group Paper		April 5 th	Final Group Paper
TBA	Final Exam	TBA	In official exam schedule

Use of Generative Artificial Intelligence

AI use in this course varies by assignment. Some activities will explicitly invite you to use AI tools; others will require work completed independently. Please read each assignment's instructions carefully for permitted and prohibited uses. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance.

Assignments will be graded assuming students had full access to AI support. Use these tools responsibly. That is, use to assist in brainstorming ideas and for grammatical purposes but not to write your assignment. You need to verify outputs, apply your own judgment, and cite AI use when relevant. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI to complete your graded submissions constitutes an academic integrity violation. You can access resources related to citing Generative AI on the [MacOdrum Library website](#). Additional resources are also available on Carleton's [Artificial Intelligence Hub](#).

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>				x
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				x
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>		x		

BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>			x	
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>				

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 anyone 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:

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

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/>