



BUSI 3102 A
Introduction to Human Resource Management
Fall 2026

Course instructor Ruth McKay, Ph.D.

Time/location: Thursday 2:35-5:25 pm

E-Mail ruth.mckay@carleton.ca. When sending emails use the subject line **BUSI3102A**.
Any other subject lines may mean an ignored email.

Office Hours: By appointment through email

Course Design: In person

PREREQUISITES: second year standing and one of BUSI 2101, BUSI2121, BUSI 2702, BUSI 3602 or 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)

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)
1 Group Assignment	10%	Dec 5 th , 11:59 pm
6 in-class group assignments	30%	During class time
Group discussions with professor	10%	Meeting 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 questions. 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 a final examination because of a serious illness/emergency or other circumstances beyond their control may apply for accommodation. Normally, the accommodation for a missed final examination will be granting the student the opportunity to write a deferred examination.

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 and for some classes time working on group assignments and meeting with professor. 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 submissions.

3. **Final Paper.** The final paper will be based on a question or questions provided by the instructor and will require the application of course materials.
4. **In Class Small Group Meetings with Professor**
During eight classes in the semester there will be a small-group meeting with the professor to discuss the class content in more detail. Each group will be given **one** time in the semester their group will meet with the professor. It may be a meeting with just your group or two groups together.
5. **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. **When you complete group work you are responsible for each group member keeping a copy before submitting. The purpose of doing this is for your records.**

Participation in class: In class participation is encouraged as long as it is focused and relevant. Disrespectful behaviour (e.g. interrupting class, dominating conversations, showing a lack of patience and respect when IT issues arise, misusing the chat function, speaking unfavourably and inappropriately about those in the class, the professor or the TA) will result in a grade deduction. It is alright to disagree with an opinion as long as it is respectfully done.

Satisfactory In-term Performance

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

- b. Participating in the presentation and writing the final exam
 - c. Being a responsible group member in all group work
 - d. Obtaining at least 50% in each of your final assignment 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, all chats and live sessions are recorded.**

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

Use of Generative Artificial Intelligence

As our understanding of the uses of GenAI and its relationship to student work and academic integrity continue to evolve, students are required to discuss their use of GenAI in any circumstance not described here with the course instructor to ensure it supports the learning goals for the course.

AI use in this course varies by assignment. 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 (i.e. verify outputs, apply your own judgment, and cite AI use). Use these tools responsibly. For example, AI should not be writing your assignment or sections of the assignment but rather used to generate ideas and edit your work. 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](#).

	<u>BUSI 3102 Introduction to Human Resources</u>		<u>Tentative Class Schedule</u>
Dates	Topic	Date	Readings/Assignment
Class 1	• Introduction • Strategic importance of HRM	Sept 10	Chapter 1 Group selection during class
Class 2	• Human Resource Planning	Sept 17	Chapter 3 Professor meets one or two groups
Class 3	• Job Analysis and Design	Sept 24	Chapter 2 Professor meets one or two groups
Class 4	• Employee Relations and Union Management	Oct 1	Chapter 11 and 13 Group Assignment A1 Professor meets one or two groups
Class 5	• Performance Management	Oct 8	Chapter 8 Group Assignment A2 Professor meets one or two groups
Class 6	• Recruitment	Oct 15	Chapter 5 Group Assignment A3 Professor meets one or two groups
Class 7	• Selection	Oct 22	Chapter 6 Group Presentation Assignment 1
Break	NO CLASS - Winter break	Oct 26th-30th	
Class 8	Compensation	Nov 5	Chapter 9 Group Assignment A4 Professor meets one or two groups
Class 9	• Managing Employee Relations, Legal Requirements, Diversity	Nov 12	Chapter 11 and 4 Group Assignment A5 Professor meets one or two groups
Class 10	• Orientation, Training and Development, and Career Planning •	Nov 19	Chapter 7 Group Assignment A6 Professor meets one or two groups
Class 11	• Employee Benefits and Services	Nov 26	Chapter 10 Group Presentation Assignment 2
Class 12	• Ensuring Health and Safety at the Workplace	Dec 3	Chapter 12 Professor meets group – Makeup* Group Assignment – Makeup* *for missed assignment or meeting
Final Group Paper		Dec 5th, 11:59 pm	Final Group Paper
TBA	Final Exam	TBA	In official exam schedule

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).

Recommended Calculator for 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, 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).

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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a student's control, have a significant impact on the student's capacity to meet their academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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 academicadvising@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/>
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