



BUSI3102C: Introduction to Human Resource Management FALL 2026

Instructor:	Nailah Ayub
Email:	Nailah.Ayub@carleton.ca
Office Hours:	By appointment; Online; Email
Modality:	In-person
Class Times:	Fridays 8:35 - 11:25

Pre-Requisites & Preclusions

Second-year standing and one of BUSI 2101, BUSI 2121, BUSI 2702, BUSI 3602, or PSYC 2801.

Course Description/Instructor's Statement

(from [2026/2027 University Calendar Undergrad Courses](#))

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.

Drop Course Policy

The deadline for academic withdrawal follows the dates prescribed by Carleton University: <https://calendar.carleton.ca/academicyear/>

The deadline to drop this course with full fee adjustment is **September 30, 2026**. The last day of academic withdrawal from full winter courses is **November 15, 2026**.

Course Learning Objectives

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

- Understand the basic principles, concepts, and practices of HRM
- Appreciate the contribution of strategic HRM to organizational effectiveness

- Effectively utilize your knowledge and analytical skills in the strategic application of HRM
- Appreciate the complex role of HRM in meeting the demands of individuals, organizations, and society.

Reading(s)/Textbook(s)/ Materials

The following book is recommended:

Schwind, H. F., Uggerslev, K., Wagar, T., & Fassina, N. (2025). *Canadian Human Resource Management: A Strategic Approach* (14th Edition). McGraw-Hill Ryerson Limited: Toronto. ISBN: 1265688613 - 9781265688615

Additional readings: As provided by the instructor

Textbook (s) available at the Campus Store in Nideyinàan or order online for pick up: <https://carletonshop.ca/Course/term>

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

Policies & Accommodations

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

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



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Grading Scheme

1. Group Exercises/ Case Studies (4)	(6+6+6+6) = 24%
2. Group Assignment (2)	8+8= 16%
4. Group HRM Report	15
5. Individual Quizzes (4)	(5+10+15+15) = 45%
Total	100%

Important Dates to note

Quiz 1	October 2
Quiz 2 and Assignment 1	October 16
Quiz 3	November 13
Assignment 2	November 27
Quiz 4 and HRM report	December 4

- All assignments must be submitted through Brightspace. All submissions must follow the APA format- They should be typed and double-spaced and include title page, table of contents, formal introduction and conclusion, and with appropriate references.
 - An outline of APA format is available with the university library. Correct grammar and punctuation, spelling, clarity, and organization will be considered while evaluating the assignments and will impact the final marking.
- Emailed assignments will not be accepted unless specifically approved by the instructor. Additional details on assignments will be available on Brightspace as needed.

Exercises- Cases (24%)

Instructions will be provided in class, and the activity may be completed within class time and submitted in order to receive grades on these exercises. These exercises are generally to be completed in groups. Absent students on the day will receive zero. Please note that signing for an absent member is considered fraud. In case of a genuine excuse, you may provide an explanation and an alternative may be considered. There will be one opportunity for a makeup towards the end of the semester.

Assignments (16%)

There will be two assignments for 8% each. Detailed instructions for the assignments will be provided on Brightspace.

HRM report (15%)

An organization will be selected, and the groups will select one area of HRM decisions to discuss goals, strategies, and decisions for that organization. The assignment will be discussed in the first class and selections will be made by the second class and the groups will be finalized. Details on HRM report assignment will be available on Brightspace.

Note: Every assignment submitted should use academic material drawn from the text, academic sources, and lectures to explain and suggest ways of managing the HRM phenomena depicted in the assigned case.

One member of a group will submit the completed report on behalf of the group. Every report should be formatted with a cover page including assigned group number, all group members' names and student numbers. Starting from the second page, there should be answers to each question in the given order.

When working in groups, every member should contribute and communicate with each other. It is a good idea to distribute tasks in the beginning and set a time frame with deadlines. Group work should reflect collaboration and does not mean putting together pieces done by individual members where members have not read each other's work. If a group is experiencing trouble with a member, it is the group's responsibility to bring it to instructor's notice before the due date.

Quizzes (45%)

There are 4 quizzes for this course. The quizzes will be held during the class time, unless otherwise specified by the instructor. There is no final exam for this course. Details on the quizzes will be added on Brightspace.

Class Participation

Effective participation implies active and continuous contribution to class proceedings on the part of students in the form of raising or answering questions, commenting on issues raised by the instructor or other students, or bringing to the attention of the class relevant items of interest from the media or personal experiences. You are expected to familiarize yourself with the scheduled topic in advance and contribute to the discussions.

Late Assignments

Assignments submitted past the due date will receive a penalty of 10% per day. Assignments that are not submitted within 5 days past the due date will receive a grade of 0. Exceptions to this include verifiable illness and emergencies, only when communicated directly to the instructor within three (3) business days following the due date. Case responses must be submitted within the time allowed. Any case submissions past the time will not be accepted.

Deferred Examinations/Assignments: There is no final exam. There will be scheduled quizzes. There will be no bonus or make-up. The students must inform the instructor with a valid reason to discuss another time in case of absence at the scheduled time.

Instructor's Notes

1. It is strongly recommended that you read the assigned material, as provided or generally about topic of a given week, before coming to class. Come prepared with openness to participate in discussion as well as activities.
2. Check Brightspace on a regular basis. It is your responsibility to access this site for any course updates / announcements.
3. Arrive for class on time. Be respectful. Turn off all cell phones and personal entertainment and communication devices. You will be asked to put away the phone. Laptops should only be used for class-related purposes.
4. Do not disturb the class by talking to each other and instead talk to the class.
5. Deadlines are strict unless reasonably negotiated and edited with the instructor.

6. In case of absence with a reason, the reason should be provided within 2 days of a missed assessment in order to be considered for make-up.
7. If you have concerns regarding assessment marking, you may write to the instructor specifying your concerns. Please note that "I disagree with your marks" or "I have worked hard so I deserve more marks" are not legitimate reasons. You may identify errors in marking by referring to academic material. This should be done **within 5 days of the marks being posted**. It should be noted, however, that in case of remarking, the marker may have reasons either to add or subtract marks or make no changes.
8. When emailing the instructor, use the university account, identify the course number and section, use proper greetings, and write professionally signing the message with your full name and student number.
9. Presentation material shared by the instructor may be used for your own learning and may not be shared with anyone in person or online.

**** Use of Generative Artificial Intelligence ****

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. 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. Use AI for learning, not for producing graded submissions. Your understanding and reasoning—not AI output—will form the basis of assessment. Using AI for graded submissions constitutes academic integrity violation.

Course Schedule

W#	DATE	TOPIC	ASSIGNMENTS/ READINGS
W1	Sept 11	Course introduction and overview	Discuss the course outline and assessments
W2	Sept 18	Importance of HRM Human Resources Planning	Topic 1
W3	Sept 25	Job Analysis and Job Design	Topic 2 Case 1
W4	Oct 2	Recruitment	Topic 3 Quiz 1 (T 1)
W5	Oct 9	Selection	Topic 4 Case 2
W6	Oct 16	Quiz 2 and Assignment 1	Quiz 2 (T 2 & 3) * Assignment 1 due
W7	Oct 23	Orientation, Training, & Development	Topic 5 Case 3
W8	Oct 30	Fall Break (Oct 26-30)	
W9	Nov 6	Performance Management	Topic 6 Case 4
W10	Nov 13	Compensation and Benefits	Topic 7 Quiz 3 (T 4, 5, 6)
W11	Nov 20	Legal Requirements & Employee Relations	Topic 8 Case 5 (makeup option)
W12	Nov 27	Health and Safety	Topic 9 * Assignment 2 due
W13	Dec 4	Final Quiz and finishing the report	Quiz 4 (7, 8, 9) HRM report due
W14	Dec 11	Monday Schedule- No Class	

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

Program Learning Goal	Competen- cies Not Covered	Competencies Introduced (only)	Competencies Taught, Not Assessed	Competencies Taught and Assessed
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 communications.</i>		X		
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>			X	

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/>