



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS**

**Cross listed Online Courses: Introduction Human Resource Management
BUSI 3102 A, B, and C
Fall 2020**

INSTRUCTOR:	Vilma Coutino-Hill MSc. Organizational Change and Development, CHRP and CHRL
E-MAIL:	vilma.coutinohill@carleton.ca
VIRTUAL OFFICE HOURS:	Wednesday and Saturday 7:00 to 8:00pm and Friday from 1:00 to 2:00 pm or by appointment
COURSE WEB PAGE:	cuLearn
MODALITY:	*Online (36 hrs. asynchronous and/or 26 hrs. approx. synchronous)

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.

PREREQUISITES:

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

This course is a prerequisite to

1. BUSI 4706 (with a grade of D- or higher)
2. BUSI 4609 (with a grade of D- or higher)

REQUIRED TEXTBOOK AND MATERIALS

Schwind, Uggerslev, Wagar & Fassima (2019). Canadian Human Resource Management: A Strategic Approach (12th Edition). McGraw-Hill: Toronto.

SUGGESTED ADDITIONAL READINGS: Ares cuLearn

COURSE OBJECTIVES

Following completion of this course, students should be able to:

1. Identify and understand the basic principles, concepts, and practices of HRM.
2. Recognize the contribution of HRM to organizational effectiveness.
3. Effectively utilize their knowledge and analytical skills in the application of HRM through the successful resolution of quizzes, cases, a final project and a final exam.
4. Apply through a final project their understanding of the complex role of HRM in meeting the demands of individuals, organizations, and society.

I. COURSE STRUCTURE AND NAVIGATION:

This course is structured slightly differently than a traditional, lecture-style course. There are **six (13) weeks of instruction** in this course, and a total of **twelve (12) modules** that students will complete. Note: this means most of the weeks contain ONE (1) module to complete. Each module contains two **lecture videos, complementary videos**, a list of **readings**, and a **knowledge check quiz** per week. Throughout the course, the modules will be unlocked to allow the students to successfully complete their work. In addition to these twelve modules, students will participate in a variety of different activities and assignments.

There are **five (5) group cases** during weeks 2,4,6,8, and 9. **two (2) guest speaker forums** in this course, which will allow you to engage in conversation with Human Resource Professionals from different companies or institutions. There are **two (2) reflections**, which will offer you a chance to question and critique the material that you are learning, a brief **quizzes to do a knowledge check each week** (multiple choice) and a **Final exam** to be done at the end of the term.

Finally, students of this course will complete 3 entries in **cuPortfolio** and a **final group written project** about how a real company is doing any of the 12 different functions of HR that we have studied during the term. This major project is broken down into two parts: Part 1, you will be doing the literature review of the company in regard to the function of HR chosen by doing **3 entries in cuPortfolio**, entry 1 literature review of the topic and the company, entry 2 literature review of the organizational strategy and the HR strategy of the company in relation to the topic chosen, and entry 3 suggestions or improvements given to the company to improve the HR function chosen and Part 2 the group will have to convert your rough draft from the cuPortfolio into a **fully-written paper (15 pages)**, in which you analyze how the function of HR chosen is done in within the company (guidelines and templates will be given).

Required Readings and Videos:

There is a textbook for this course that will complement the information given in the slides and the video presentations. All required and supplementary readings will be available online through Carleton's Ares reserve system.



Online Course
BUSI 3102 A
Early Summer 2020

All required videos will be made available within each module. All the reading material used for the course, Text book and extra readings from Ares as well as the extra video material are there to complement the content from each of the Modules.

COURSE CALENDAR:

Note: for a list of exact due dates, see the Activity and Assignment Due Dates document, located in Course Essentials this calendar could be subject to any changes during the term

WEEKS	MODULES	ACTIVITIES AND ASSIGNMENTS
ONBOARDING	<p>In this activity we will:</p> <p>Identify and Understand the content of the course Knowledge and material, the communication and the evaluation process during the term.</p>	<ul style="list-style-type: none"> • Watch Introductory video “Start here” • Zoom Meeting with the Prof. • Read the course outline and the information about the modules and activities • Do the ‘Introduce Yourself’ activity • Watch the video about how to manage your cuPortfolio • Check in Survey
<p>Week 1 September 7th to 14th</p>	<p>Module 1: Introduction to HR</p> <p>-Read and reflect the objectives of human Resource management and the role of the human resource professionals in today’s organization.</p>	<ul style="list-style-type: none"> • Module 1 • Office Hours (2) • Readings: Module 1: Chapter 1 1-27p • Explain the final project and the cuPortfolio requirement • Knowledge check Quiz
<p>Week 2 September 14th to 18th</p>	<p>Module 2: HR Planning</p> <p>In these modules we will:</p> <ul style="list-style-type: none"> - Identify the way organizations manage people to create their objectives, the innovations and the accomplishments for which organizations are praised. - Apply the concepts and HR strategies in an specific case 	<ul style="list-style-type: none"> • Module 2 • Group Case 1 • Office hours (2) • Readings: Module 2: Chapter 3 65-92p • Ares: “Alignment of HR strategies and the impact on Business

	analysis to recognize the importance of the Organizational Strategy and the role of HRM.	<p>Performance”</p> <ul style="list-style-type: none"> • Harvard Business Review • Knowledge check quiz
<p>Week 3 September 21st to 25th</p>	<p>Module 3: Job Analysis and Design Summarize the importance of Job analysis, Job Specification and Job Description in the work environment</p>	<ul style="list-style-type: none"> • Module 3 • Office hours (2) • Readings: Module 3: TB Chapter2 37-57p Ares: “How to keep your top talent” Harvard Business Review. • Knowledge check Quiz • <u>Entry 1 cuPortfolio</u>
<p>Week 4 September 28th to Oct 2nd</p>	<p>Module 4: Diversity Management, legal requirements. Read and Explain the importance of Cultural Dimensions and Diversity management inside the Organizations and their impact in its Human Resources -To understand and discuss the special challenges facing Domestic and International Canadian companies in the context of Diversity Management</p>	<p>Module 4</p> <ul style="list-style-type: none"> • <u>Individual Reflection 1 is due</u> • <u>Group Case 2</u> • Office hours (2) • Readings: Module 4:TB Chapter4 106-134p Ares: . “Beyond the business case for Diversity in organizations” Employee Responsibility and Rights Journal • Knowledge check Quiz • Extra Points Case (5 extra points final Exam) Inuit Bundle
<p>Week 5 October 5th to 9th</p>	<p>Module 5: Recruitment Understand the strategic importance of Recruitment a -Identify the appropriate recruitment methods for different types of jobs and the measures for evaluating the effectiveness of the recruitment process</p>	<ul style="list-style-type: none"> • Module 5 • <u>Extra Points Inuit Case due</u> • Office hours (2) • Readings: Module 5: Chapter 5 145-169p • Knowledge check Quiz • <u>Entry 2 cuPortfolio</u> Group Term Project

<p>Week 6 October 12th to 16th</p>	<p>Module 6: Selection Describe and explain the different steps in the selection process -Describe the different types of employment interviews -Assess the way to evaluate the selection process</p>	<ul style="list-style-type: none"> • Module 6 • Group Case 3 • Office Hours (2) • Readings: Module 6: Chapter 6 175-204 • Knowledge check quiz
<p>Week 7 October 19th to 23rd</p>	<p>Module 7: Performance Management</p>	<ul style="list-style-type: none"> • Module 7 • Virtual Coffee • Office Hours (2) • Readings: TB Chapter 8 248-267p • Knowledge check quiz • Entry 3 cuPortfolio Group Term Project
<p>Week 8 November 1st to 6th</p>	<p>Module 8: Compensation and Benefits Management</p>	<ul style="list-style-type: none"> • Module 8 • Group Case 4 • Office Hours (2) • Readings: Module 7 TB Chapter 8 248-267p Module 8 TB Chapter9 276-295p Chapter 10 305-318p Ares: “On the folly of rewarding A while hoping B”. The Academy of Managerial Executive • Knowledge check Quiz
<p>Week 9 November 9th to 13th</p>	<p>Module 9: Training and Development Explain the key purposes and differences between: onboarding, training and development. - Summarize the strategic importance of training and Development</p>	<ul style="list-style-type: none"> • Module 9 • Virtual Coffee • Group Case 5 • Office Hours (2) • Readings: Module 9: TB Chapter 7 214-241 Ares: “Strategic Training and Development” Harvard Business Review • Knowledge check quiz

<p>Week 10 November 16th to 20th</p>	<p>Module 10: Health and Safety Outline the major Canadian laws relating to H&S. -Explain the Health and Safety Management implications for human resource management -Discuss the impact of stress on employees in and out of the workplace.</p>	<ul style="list-style-type: none"> • Module 10 • Office Hours (2) • Reading: Module 10: TB Chapter 12 362- 387 Ares: “Executive women and the myth of having it all” Harvard Business Review “Bullying in the work place” • Knowledge check quiz
<p>Week 11 November 23rd to 27th</p>	<p>Module 11: Labour Relations Describe the importance of downward and upward communication in organizational settings. -Explain the different techniques to improve quality of work life. -Outline the major issues relating to downsizing the workforce and the strategic implications.</p>	<ul style="list-style-type: none"> • Module11 • <u>Final Project due</u> • Office Hours (2) • Reading: Module 11: Chapter 11 325-354p Ares: “Putting People First” The Academy of Management Executive • Knowledge check quiz
<p>Week 12 November30thto Dec 4th</p>	<p>Module 12: Unions -Suggest ways to build Union Management relationship</p>	<ul style="list-style-type: none"> • Module 12 • <u>Reflection 2 due</u> • Office Hours (2) • Reading: TB Chapter 13 392-421p • Knowledge check quiz
<p>Week 13 December 7th to 11th</p>	<p>Workshop Final Exam</p>	<ul style="list-style-type: none"> • Review for final exam • Talk about how to write your CV

EVALUATION:

Students will be evaluated through a variety of different assignments, each of which is designed to test their knowledge and strengthen their core skills in research, writing, and analysis. All the different tools used for the evaluation will be posted the culearn course. There will be some extra activities that will have some extra points for the students if they are willing to do them, they will be added to your final exam or to your final project mark.

“Please be aware by registering in this course you acknowledge that this course may use online proctoring tools. These online proctoring tools could require you to identify yourself via webcam. Additionally while you are completing a proctored exam, your activities will be monitored. This could include direct observation via webcam and through the use of screen recording software. Evidence of academic misconduct during an exam will be treated seriously.”

<u>Assignment/Activity</u>	<u>Weight</u>
<i>Introduce Yourself</i>	0.5%
<i>Knowledge Check Quizzes (1% X 12)</i>	12%
Group Cases or Exercise (4.5%X4)	18%
Reflections (2% x 2)	4%
CuPortfolio Final Project (entry 1: 2.5%, entry 2: 5% and entry 3: 6%)	13.5%
Final Project Report	20%
Final Exam	32%

II. POLICES AND PROCEDURES

- **Communication:** There are several ways for you to contact the Instructor. If you would like to write to me, please send an email and I will do my best to respond to your message within 24 hours. If you would like to speak with me, please schedule an individual meeting in Zoom.
- **Reviewing Submitted Work:** If you have a concern with one of your grades for an assignment or activity, please write to your Instructor.
- **Late Policy:** Activities or assignments that are submitted after the due date will receive a penalty of 5% per day, including weekends. Ex: an assignment that is due on Friday but submitted on Monday will receive a penalty of 10%. Students who have a valid reason for submitting work late must contact the TAs or the Instructor immediately.
- **Fair and Respectful Participation:** Students are encouraged to connect with their peers as much as possible. This communication must be conducted in a fair and respectful manner. There is a strict, zero tolerance policy for any disrespectful or intolerant behaviour in this course. We are all here to learn from each other!

Satisfactory In-term Performance

The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work:

- a) Quizzes and Cases
- b) Final Exam
- c) CuPortfolio Project and Final Project

- **CITATIONS:**

Equally important you are being graded in part on the degree, depth and quality of your empirical research, demonstrated by citations to appropriate sources. A minimal number of citations points to inadequate research. Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism. When in doubt, cite, paying particular attention to correctly identify phrases as quotations with precise references to their source. To compile the list of works cited (bibliography or reference list) see the Library's guide APA of Chicago Style citations.

PLAGIARISM:

The University Senate defines plagiarism as *“presenting, whether intentionally or not, the ideas, expression of ideas or work of others as one’s own.”* This can include:

1. Reproducing or paraphrasing portions of someone else’s published or unpublished material, regardless of the source, and presenting these as one’s own without proper citation or reference to the original source,
2. Submitting a take home examination, essay, laboratory report or other assignment written, in whole or in part, by someone else;
3. Using ideas or direct, verbatim quotations, or paraphrased material, concepts, or ideas without appropriate acknowledgment in any academic assignment;
4. Using another’s data or research findings;
5. Failing to acknowledge sources through the use of proper citations when using another’s works and/or failing to use quotation marks;
6. Handing in "substantially the same piece of work for academic credit more than once without prior written permission of the course instructor in which the submission occurs."

Plagiarism is a serious offence which cannot be resolved directly with the course’s instructor. The Associate Dean of the Faculty conducts a rigorous investigation, including an interview with the student, when an instructor suspects a piece of work has been plagiarized. Penalties are not trivial. They can include a final grade of "F" for the course.

VI. COURSE SHARING WEBSITES and COPYRIGHT

Classroom teaching and learning activities, including lectures, discussions, presentations, etc., by both instructors and students, are copy protected and remain the intellectual property of their respective author(s). All course materials, including PowerPoint presentations, outlines, and other materials, are also protected by copyright and remain the intellectual property of their respective author(s).

Students registered in the course may take notes and make copies of course materials for their own educational use only. Students are not permitted to reproduce or distribute lecture notes and course materials publicly for commercial or non-commercial purposes without express written consent from the copyright holder(s).

VII STATEMENT ON CLASS CONDUCT

The Carleton University Human Rights Policies and Procedures affirm that all members of the University community share a responsibility to:

- promote equity and fairness,
- respect and value diversity,
- prevent discrimination and harassment, and
- preserve the freedom of its members to carry out responsibly their scholarly work without threat of interference.

Carleton University Equity Services states that “every member of the University community has a right to study, work and live in a safe environment free of discrimination or harassment”. [In May of 2001 Carleton University’s Senate and Board of Governors approved the Carleton University Human Rights Policies and Procedures. The establishment of these policies and procedures was the culmination of the efforts of the Presidential Advisory Committee on Human Rights and a Human Rights Implementation Committee.]

- **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.

- **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://www1.carleton.ca/registrar/forms/>

VII 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	WDN = Withdrawn from the course		
ABS = Student absent from final exam			
DEF = Deferred (See above)			

- **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/>

IX REQUESTS FOR ACADEMIC ACCOMMODATIONS

You may need special arrangements to meet your academic obligations during the term.

For an accommodation request, the processes are as follows:

Pregnancy 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

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

X. 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 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. 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/>

XI. ASSISTANCE FOR STUDENTS:

Student Academic Success Centre (SASC): www.carleton.ca/sasc

Writing Tutorial Services: <http://www1.carleton.ca/sasc/writing-tutorial-service/>

Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

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.



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 are 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/learning-support/>

* Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.

XII. IMPORTANT INFORMATION:

Students must always retain a copy of all work that is submitted.

All final grades are subject to the Dean's approval.

Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, 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 CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

XIII. STUDENT TECHNICAL SUPPORT

There are a variety of outlets for student support at Carleton University. You are strongly encouraged to utilize these services if you find yourself in need.

Here is a list of support services (all links open in a new tab):

- [Student Support Services](#)
- [CuLearn Support](#)
- [CuLearn 10 Tips and Tricks](#) (useful suggestions for how students can get the most out of cuLearn)
- [Troubleshooting](#)
- [Information Technology Services](#) (contact information)
- [BigBlueButton Support](#)
- [Library Support](#)

- [Health and Counselling Services](#)



Calendar Fall Term

September 9, 2020	Fall term begins. Fall and fall/winter classes begin.
September 18-20, 2020	Full and late summer term deferred final examinations to be held.
September 23, 2020	Last day of registration for fall term and fall/winter courses.
	Last day to change courses or sections (including auditing) for fall term and fall/winter courses.
	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 fall 2020 and must register for the fall 2020 term.
September 30, 2020	Last day to withdraw from fall term and fall/winter courses with a full fee adjustment. Withdrawals after this date will result in a permanent notation of WDN on the official transcript.
October 9, 2020	December examination schedule (fall term final and fall/winter mid-terms) available online.
October 12, 2020	Statutory holiday. University closed.
October 15, 2020	Last day for receipt of applications for admission to an undergraduate degree program for the winter term from applicants whose documents originate from outside Canada or the United States.
October 26-30, 2020	Fall break, no classes.

November 13, 2020 Last day to request Formal Examination Accommodation Forms for December 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.

November 15, 2020 Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

November 27, 2020 Last day for summative tests or examinations - or for formative and/or practical tests or examinations totaling more than 15% of the final grade - before the official examinations period (see examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

December 1, 2020 Last day for receipt of applications from potential winter (February) graduates.

Last day for graduate students to submit their supervisor-approved thesis in examinable form to the department.

December 11, 2020 Fall term ends.

Last day of fall term classes.

Classes follow a Monday schedule.

Last day for take-home examinations to be assigned, with the exception of those conforming to the examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

Last day for academic withdrawal from fall term courses.

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 term courses.

Last day for receipt of applications for undergraduate degree program transfers for winter term.

December
12-23, 2020

Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held.

Examinations are normally held all seven days of the week.

December
23, 2020

All take-home examinations are due on this day, with the exception of those conforming to the examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

