



**BUSI 3102, Section F**  
**Introduction to Human Resource Management**  
**Winter 2014**

**Instructor:** Dr. Larry M. Coutts  
**Class Time:** Wednesday, 6:00 – 9:00 p.m.  
**Classroom:** Southam Hall, Room 518  
**Office:** 1009A Dunton Tower  
**Office Hours:** Wednesdays, 4:30 – 6:00 p.m. or by appointment  
**Course Web Page:** CuLearn at <https://culearn.carleton.ca>  
**E-Mail:** [Larry\\_Coutts@carleton.ca](mailto:Larry_Coutts@carleton.ca)

**Additional Support:** The Academic Writing Centre at [www.carleton.ca/wts/](http://www.carleton.ca/wts/)

**Prerequisite(s):** second-year standing and one of [BUSI 2101](#), [BUSI 2702](#) or BUSI 3602

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### Course Description

This course provides an introduction to the main functions and topic areas in Strategic Human Resource Management (HRM). Topics include job analysis and design, work motivation, job evaluation and compensation, recruitment and selection, performance management, training and development, diversity management, and occupational health and safety. Strategic and operational challenges in managing human resources will be highlighted throughout the course.

### Course Textbook

The following textbook is required:

Schwind, H. F., Das, H., Wagar, T., Fassina, N., & Bulmash, J. (2013). *Canadian human resource management: A strategic approach* (10<sup>th</sup> Edition). McGraw-Hill Ryerson: Toronto. ISBN: 978-0-07-105155-2

### Learning Outcomes

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

1. Understand the basic principles, concepts, and practices of HRM
2. Appreciate the contribution of strategic HRM to organizational effectiveness
3. Effectively utilize your knowledge and analytical skills in the strategic application of HRM
4. Appreciate the complex role of HRM in meeting the demands of individuals, organizations, and society.

## Evaluation

1. Mini Exercise	6%
2. Midterm Test	25%
3. Group Case Analysis Report	20%
4. Group Case Analysis Presentation	5%
5. Final Exam	44%

### Note

1. Both the Mini Exercise and the Group Case Analysis Report **must** be submitted in **hard copy** during the class in which they are due.
2. You **must** attach a completed copy of the Sprott School's **Declaration of Academic Integrity** to both of your written assignments. This form is available on the course's CuLearn web site.
3. Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days late will be not be graded.

### 1. Mini Exercise (6%)

The Mini Exercise is worth 6% of your final grade and is due on **January 22**. For this exercise, your written report should not exceed **three** typed, double-spaced pages. **The Mini Exercise and instructions are presented on the course web site.**

### 2. Midterm Test (25%)

The Midterm Test will be held in the classroom during the regularly scheduled class time on **February 12**. You must be present to write this test or present a medical certificate to explain your absence. The test will cover all material in the text and lectures up to and including the class prior to the midterm test (i.e., **Chapters 1, 2, 5, 6, 9, 10 and lecture material**).

### 3. Group Case Analysis Report (20%)

For the Group Case Analysis Report you **must** form groups of **4-6 students per group** and register the names and student IDs of students in each group by **January 29** (class #4) via an **Excel spreadsheet** emailed to me at [Larry\\_Coutts@Carleton.ca](mailto:Larry_Coutts@Carleton.ca).

**The Group Case Analysis Report is due at the start of class #10 on March 19.**

The Group Case Analysis document is titled *The Bank Merger* and is **presented on the course web site**. This case deals with a human resource problem in a bank setting. As “HR consultants,” the task of each team will be to:

- a. Provide a written report in which you describe the main problems and issues facing the **Human Resource Steering Committee** and
- b. Propose a human resource action plan to deal with these problems and issues.

Each team’s report should be approximately **8-10 typed, double-spaced pages** including possible tables and figures. It should be written as an external consultant’s report to the Human Resource Steering Committee.

**Evaluation criteria** for the Group Case Analysis Report include the following:

- The HR problems are well defined; the elements of the problems are explicitly presented.
- The causes of the problems identified take into consideration the information presented in the case and concepts, theories, and research in human resource management.
- The actual and potential consequences of the problems are identified.
- The HR solutions to the problems are relevant and address the problems identified; the solutions are both general (e.g., a re-organization of work is proposed) and practical (e.g., take into consideration the time, financial, and human resources available).
- The quality of the report is appropriate with regard to:
  - Its structure and format; it should be in an essay-type format (not point form)
  - Logical sequence of ideas
  - Grammar, spelling, and punctuation.

The report should be written in a formal, essay style. The report should allow the Human Resource Steering Committee to understand precisely the nature of the human resource management issues arising from the bank merger, the steps required to carry out the action plans to deal with these issues, the advantages and disadvantages associated with the proposed solutions, and the prognosis.

Finally, the report should be accompanied by a formal covering letter to the Human Resource Steering Committee briefly summarizing the problems and main solutions. ***The cover letter is not part of the 10-page maximum.***

#### **4. Group Case Analysis Presentation (5%)**

Each group will give a **10 to 15-minute presentation** in class of their Case Analysis Report. All members of the team must actively participate in the presentation. Students are encouraged to use this opportunity to creatively engage their classmates with captivating presentations regarding their project. Presentations will occur during the last two weeks of class (**i.e., March 26 and April 2**).

#### **5. Final Exam (44%)**

The final exam will be held during the formal examination period. The exam will be cumulative and will be based on all material covered during the course including the textbook (i.e., Chapters 1, 2, 4, 5, 6, 7, 8,

9, 10, 11, 12), lecture material, and in-class discussions. Writing the final exam is mandatory for passing the course.

## Course Schedule

Week	Topic	Resource Material
1. January 8	<ul style="list-style-type: none"> <li>Review of Course Outline</li> <li>Introduction to and Strategic Importance of Human Resource Management</li> <li>Criteria: Standards for Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 1</li> <li>Lecture Material</li> </ul>
2. January 15	<ul style="list-style-type: none"> <li>Analyzing Jobs and Work</li> <li>Work Motivation and Job Design</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Lecture Material</li> </ul>
3. January 22	<ul style="list-style-type: none"> <li>Job Evaluation and Compensation</li> <li>Employee Benefits and Services</li> </ul> <p><b>Mini Exercise (Job Analysis and Design) is due</b></p>	<ul style="list-style-type: none"> <li>Chapter 9</li> <li>Chapter 10</li> <li>Lecture Material</li> </ul>
4. January 29	<ul style="list-style-type: none"> <li>Recruitment</li> <li>Personnel Selection: Predictors and Methods</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 5</li> <li>Chapter 6</li> <li>Lecture Material</li> </ul>
5. February 5	<ul style="list-style-type: none"> <li>Personnel Selection: Decisions</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 6</li> <li>Lecture Material</li> </ul>
6. February 12	<b>Midterm Examination</b> <b>Chapters 1, 2, 5, 6, 9, 10, and Lecture Material</b>	
February 17-21	<b>Winter Break – No Classes</b>	
7. February 26	<ul style="list-style-type: none"> <li>Fairness and Bias in Employee Selection</li> <li>Legal Requirements</li> <li>Managing Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Lecture Material</li> <li>Chapter 4</li> </ul>
8. March 5	<ul style="list-style-type: none"> <li>Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 8</li> <li>Lecture material</li> </ul>
9. March 12	<ul style="list-style-type: none"> <li>Orientation, Training and Development</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Lecture Material</li> </ul>
10. March 19	<ul style="list-style-type: none"> <li>Managing Employee Relations</li> <li>Health and Safety in the Workplace</li> </ul> <p style="text-align: center;"><b>Group Case Analysis Due</b></p>	<ul style="list-style-type: none"> <li>Chapter 11</li> <li>Chapter 12</li> <li>Lecture Material</li> </ul>

11. March 26	<b>Group Case Presentations</b>	
12. April 2	<b>Group Case Presentations</b>  • Course Review	
<b>Final Exam: Will include <u>all</u> chapters covered in the course plus lecture material (i.e., Chapters 1, 2, 4, 5, 6, 7, 8, 9, 10, 11, and 12)</b>		

**Note:** While every attempt will be made to keep to the schedule listed above, unforeseen circumstances may necessitate modifications throughout the semester.

### Satisfactory In-Term Performance

The requirement for satisfactory in-term performance in this course is set at **50%** of all pre-final exam term work. Unsatisfactory in-term performance in this course will lead to a FND grade in this course in the event of a missed final exam.

### Course Web Page

The URL for the course web page is <https://culearn.carleton.ca>. You must access the site regularly for updates about the class and upcoming assignments. Grades for all course work will be posted on the CuLearn Grade Book as soon as available.

### Important Additional Information

#### 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://www2.carleton.ca/registrar/forms/>

#### Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your **Letter of Accommodation** at the beginning of the term, and 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 me to ensure accommodation arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

**Religious observance**

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

**Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**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 expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, 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 <http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/>.

**Important Information:**

- Students must always retain a hard copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
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**Important Dates and Deadlines—Winter Term 2014**

January 2, 2014

- University reopens.

January 6, 2014

- Winter-term classes begin.

January 17, 2014

- Last day for registration for winter term courses.
- Last day to change courses or sections (including auditing) for winter term courses.
- Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

January 31, 2014

- Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.

February 17, 2014

- Statutory holiday. University closed.

February 17-21, 2014

- Winter Break, no classes.

March 1, 2014

- Last day for receipt of applications from potential spring (June) graduates.
- Last day for receipt of applications for admission from candidates who wish to be guaranteed consideration for financial assistance (including Carleton fellowships, scholarships and teaching assistantships) administered by Carleton University. Candidates whose applications are received after the March 1 deadline date *may* be considered for the award of a fellowship, scholarship or teaching assistantship.

April 8, 2014

- Winter term ends.
- Last day of fall/winter and winter term classes.
- Last day for academic withdrawal from fall/winter and winter term courses.

April 9-10, 2014

- No classes or examinations take place.

April 11-26, 2014

- Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week. Please note that examinations will not be held on April 18-20.

April 15, 2014

- Winter Co-op Work Term Reports are due.

April 18, 2014

- Statutory holiday. University closed.