



**Carleton**  
University

**Sprett**  
School of Business

**BUSI 3102 D, E and F**  
**Introduction to Human Resource Management**  
**Winter 2022**

<b>Course instructor</b>	Ruth McKay, Ph.D.
<b>Time:</b>	BUSI 3102F Monday 11:35 am- 2:25 pm BUSI 3102E Tuesday 11:35 am-2:25 pm BUSI 3102D Tuesday 2:35 pm-5:25 pm
<b>E-Mail</b>	<a href="mailto:ruth.mckay@carleton.ca">ruth.mckay@carleton.ca</a> . When sending emails use the <b>subject line BUSI3102 plus your class section letter</b> . Any other subject lines may mean an ignored email.
<b>Office Hours:</b>	By appointment through email
<b>Course Design:</b>	Hyflex class (Online Zoom while specified by Carleton)
<b>Modality:</b>	Synchronous class with review of slides/recording before class approx. 1 hour

**PREREQUISITES:** second year standing and one of BUSI 2101, 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)

**REQUIRED TEXTBOOK:** Hermann Schwind, Krista Uggerslev, Terry Wagar, Neil Fassina (2019).  
Canadian Human Resource Management: A Strategic Approach (12th Edition). McGraw-Hill: Toronto. ISBN:  
Print 9781259654923, Digital 9781260305494, Print + Digital 9781260305777

**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 provides an introduction to 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 Date
1 large Group Assignment	20%	April 2 <sup>nd</sup> , 9 am
8 Small Group Assignments	40%	End of each class assigned
Group presentations	5%	Two assigned classes per group
Final Exam	35%	Take home exam due at end of 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 based on essay 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, speaker 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 the group assignments and the final exam in order to pass this course.**

**Class Design – synchronous and asynchronous hyflex**

The class will commence on Zoom at the start of January as per the University of Carleton requirement. When/if permitted by the university the class will revert to hyflex - both Zoom and in-person. Class work will be divided into two components – prep to be done before the class and class time working on a group assignment:

1. **Prep for Class - A lecture and slides.** The basis for the lectures will be the course textbook and recent and current media events. The lecture will be recorded and uploaded to Brightspace in advance of the class except for the first class which will be delivered on Zoom in the designated class time. If uploading of the recorded class is not possible the PowerPoint slides will be available each week. Students will be expected to review class material in advance of the class.
2. **Group Large Assignment.** The group assignment will be released to students class 10.
3. **Group Small Assignments.** For 8 weeks of the course there will be a group submission due on Brightspace within the class time.

## Peer Evaluation

In an effort to promote fairness and discourage free-riders (a person who benefits from something without expending effort for it) you are **provided the opportunity at the end of the course** to submit a peer evaluation in which you evaluate the contributions to group work made by each of the other member(s) of your group. Group members who receive unsatisfactory peer evaluations from others in their group may have their grades on the group work lowered accordingly. To complete the peer evaluation give a score to each group member (including yourself) out of 100. For example, if you think everyone provided equal effort, then put 100 beside each student's name in your group. If you think one person did more than everyone else, then perhaps you give everyone 90 except the person who did more work to whom you give 100. If you think one person did very little and everyone else worked hard then maybe you give the one person who did little 60 and everyone else 100. You can also give everyone 100 and one group member 110 if you think they excelled in their contribution. Save your peer evaluation as a PDF and upload to Brightspace at the end of the group course work. When you make your group submissions you need to outline who did what in the submission. If someone in the group did not contribute you can place "no contribution" beside their name.

## Online Issues for Zoom Class

- **Instructor is not online at designated time**
  - Wait 10 to 15 minutes in case the internet issue is resolved and the professor is able to access the Zoom class.
  - Check email for any messages from the professor regarding the class.
  - If internet is inaccessible for the professor for the class:
    - slides and assignment will be posted on Brightspace ASAP
    - an announcement via email explaining what to do will be sent ASAP
- **Student is not able to get online at designated time**
  - Exit and try to access the Zoom room again, re-enter the passcode and check for errors like extra spacing, turn off video and audio when trying to re-enter the class.
  - If you can see but not hear the class check your computer volume.
  - Email the professor and your group (if it is a week of group work) explaining your difficulty accessing the class
  - Alternatively, try to access the Zoom room through phone access links.

## Grading Concerns:

If a student has a concern about a grade given to an assignment or paper (e.g. a grade given relative to the material they have written) 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 exam or paper grade in the future) then discussions through email 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 assignments and final exam posted 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 and are accessible.**

**Group Assignments and Groups:** There will be group assignments held during class.

The groups will be initially set at 6 students each. **You can pick your own groups of 2, 3 or 4 and the instructor will add the remainder of the group or put smaller groupings together.** To request working with other students in the course send the professor an email (subject matter BUSI 3102 with your section letter F, E or D) the list of students in the group and each student's email address. Please cc everyone in the group when you send this email to the professor. I reserve the right to add or change your group. **The email list of group members must be sent to me at [ruth.mckay@carleton.ca](mailto:ruth.mckay@carleton.ca) by Friday Jan 14th 5 pm. Group members must be in the same course section. Do not place the list of students in a table.** Simply list them one after another from top to bottom in the email you send with the student's email address beside. **Anyone not in a group by Friday Jan 14th 5 pm will be assigned to a group.**

**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.

### **Satisfactory In-term Performance**

1. Unless otherwise stated below in item #2, the requirement for satisfactory in-term performance is set at 50% of all, not each, pre-final term work (i.e. both assignments 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. Submitting the group assignments and writing the final exam – you are not required to submit the individual assignments (but it is encouraged)
  - c. Being a responsible group member in all group work
  - d. Obtaining at least 50% overall in your submissions - not each submission.
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**

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](mailto:classroomprotocol@sprott.carleton.ca)**

**BUSI 3102 Introduction to Human Resources**  
**Tentative Class Schedule**

<b>Dates</b>	<b>Topic</b>	<b>Date</b>	<b>Readings/Assignment</b>
Class 1	<ul style="list-style-type: none"> <li>• Introduction</li> <li>• Strategic importance of HRM</li> </ul>	Jan 10/11	Chapter 1
Class 2	<ul style="list-style-type: none"> <li>• Human Resource Planning</li> </ul>	Jan 17/18	Chapter 3 <b>Group Assignment 1 due two hours into class</b> <b>Groups 1 &amp; 2 present</b>
Class 3	<ul style="list-style-type: none"> <li>• Job Analysis and Design</li> </ul>	Jan 24/25	Chapter 2 <b>Group Assignment 2 due two hours into class</b> <b>Groups 3 &amp; 4 present</b>
Class 4	<ul style="list-style-type: none"> <li>• Employee Relations and Union Management</li> </ul>	Jan 31/Feb 1	Chapter 11 and 13 <b>Group Assignment 3 due two hours into class</b> <b>Refrigerative Supply Limited (retention)</b> <b>Groups 5 &amp; 6 present</b>
Class 5	<ul style="list-style-type: none"> <li>• Recruitment</li> </ul>	Feb 7/8	Chapter 5 <b>Group Assignment 4 due two hours into class</b> <b>Refrigerative Supply Limited (hiring)</b> <b>Groups 7 &amp; 8 present</b>
Class 6	<ul style="list-style-type: none"> <li>• Selection</li> </ul>	Feb 14/15	Chapter 6 <b>Group Assignment 5 due two hours into class</b> <b>Groups 9 &amp; 10 present</b>
<b>Break</b>	<b>NO CLASS - Winter break</b>	<b>Feb 22 – 25th</b>	
Class 7	<ul style="list-style-type: none"> <li>• Performance Management</li> </ul>	Feb 28/March 1	Chapter 8 <b>Group Assignment 6 due two hours into class</b> <b>Refrigerative Supply Limited (perf. mgmt)</b> <b>Groups 1, 2 &amp; 3 present</b>
Class 8	<ul style="list-style-type: none"> <li>• Compensation</li> </ul>	March 7/8	Chapter 9 <b>Group Assignment 7 due two hours into class</b> <b>Groups 4, 5 &amp; 6 present</b>
Class 9	<ul style="list-style-type: none"> <li>• Employee Benefits and Services</li> </ul>	March 14/15	Chapter 10 <b>Assignment 8 due two hours into class</b> <b>Groups 7, 8, 9 and 10 present</b>
Class 10	<ul style="list-style-type: none"> <li>• Managing Employee Relations, Legal Requirements, Diversity</li> </ul>	March 21/22	Chapter 11 and Chapter 4 <b>Group Large Assignment – Health and Wellness: My Fit Company</b>
Class 11	<ul style="list-style-type: none"> <li>• Orientation, Training and Development, and Career Planning</li> <li>• Evaluation</li> </ul>	March 28/29	Chapter 7 <b>Group Large Assignment – Health and Wellness: My Fit Company</b>
Class 12	<ul style="list-style-type: none"> <li>• Ensuring Health and Safety at the Workplace</li> <li>• Evaluation</li> </ul>	April 4/5	Chapter 12 <b>Group Large Assignment – Health and Wellness: My Fit Company - Due April 2<sup>nd</sup> 9am</b>
Class 13	TBA	April 11/12	<b>2 Make-up Assignments and 1 video presentation</b>
TBA	<b>Take Home Final Exam</b>	<b>Exam Time</b>	

**Course Requirements & Methods of Evaluation (including due dates):**  
**Course 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
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>x</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>x</b>
<b>BC3 Critical Thinking</b> <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>		<b>x</b>		
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>			<b>x</b>	
<b>BI5 Global Awareness (BIB ONLY)</b> <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 any one 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](http://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](https://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](mailto: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](https://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](https://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](https://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](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto: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](http://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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