



**Carleton**  
UNIVERSITY

**SPROTT**  
SCHOOL OF BUSINESS

**BUSI 3102 D, E and F**  
**Introduction to Human Resource Management**  
**Winter 2021**

**Course instructor** Ruth McKay, Ph.D.  
**Time:** BUSI 3102F Wednesday 8:35am-11:25pm  
BUSI 3102E Thursday 8:35am-11:25pm  
BUSI 3102D Thursday 11:35pm-2:25pm  
**E-Mail** [ruth.mckay@carleton.ca](mailto:ruth.mckay@carleton.ca). When sending emails use the **subject line BUSI3102 plus your class section letter**. Any other subject lines may be ignored.  
**Office Hours:** By appointment through email  
**Course Design:** Synchronous Zoom class

**PREREQUISITES:** BUSI 2101, BUSI 2702 OR BUSI 3602. **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
2 Individual assignments	10%	TBA
10 Group assignments	50%	TBA
Final Exam	40%	Take home
Total	100%	

**Assignments must be handed in on time through cuLearn. 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, video, 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**

Class will be held on Zoom. It will be divided into two components:

1. **A lecture and for some classes a speaker.** The basis for the lectures will be the course textbook. All going well the lecture will be recorded in audio version and uploaded to cuLearn. The recording upload may take up to several days. The speakers will be linked to two companies and associated assignments.
2. **Individual Assignments and Group Assignments.** Each week there will be a submission due on cuLearn. In some cases the due date maybe the end of class. In other cases the due date will be extended beyond class.

**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 cuLearn.

### **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 instructor regarding the class.
  - If internet is inaccessible for the professor for the class:
    - slides and assignment will be posted on cuLearn 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.
  - Alternatively, try to access the Zoom room through phone access links.
  - 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.
  - If you miss the class entirely due to an internet issue inform the professor by email and listen to the class recording.

### **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.
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 cuLearn until you have received 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 cuLearn is corrupted or inaccessible. You are responsible for verifying that all your submissions on cuLearn are loaded properly and are accessible.**

**Group Assignments and Groups:** There will be group assignments and associated activities held during the class. There will be five students per group. There are two ways groups will be created:

- a. You can pick your own group (up to five but no more) by sending me 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. 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 15th 5 pm. Group members must be in the same course section.

- b. Anyone not in a group by Friday Jan 15th 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 including the professor) 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. You do not need to obtain 50% in each submission.
3. Unsatisfactory in-term performance in this course will lead to failure in this course (regardless of the performance at 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 - 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>Readings/Assignment</b>
Class 1	<ul style="list-style-type: none"> <li>• Introduction and Course Organization.</li> <li>• Strategic importance of HRM</li> </ul>	Jan 13/14	Chapter 1 GenWell Individual Assignment
Class 2	<ul style="list-style-type: none"> <li>• Human Resource Planning</li> </ul>	Jan 20/21	Chapter 3 GenWell Group Assignment 1
Class 3	<ul style="list-style-type: none"> <li>• Job Analysis and Design</li> </ul>	Jan 27/28	Chapter 2 GenWell Group Assignment 2
Class 4	<ul style="list-style-type: none"> <li>• Employee Relations</li> </ul>	Feb 3/4	Chapter 11 and 13 GenWell Group Assignment 3 <b>Speaker</b>
Class 5	<ul style="list-style-type: none"> <li>• Recruitment and Selection</li> </ul>	Feb 10/11	Chapter 5 GenWell Group Assignment 4
<b>Break</b>	<b>NO CLASS</b>	<b>Feb 15 – 19th</b> <b>Winter break</b>	
Class 6	<ul style="list-style-type: none"> <li>• Recruitment and Selection</li> </ul>	Feb 24/25	Chapter 6 Seasons Retirement Individual Assignment
Class 7	<ul style="list-style-type: none"> <li>• Performance Management</li> </ul>	March 3/4	Chapter 8 Seasons Retirement Group Assignment 5 <b>Speaker</b>
Class 8	<ul style="list-style-type: none"> <li>• Compensation</li> </ul>	March 10/11	Chapter 9 Seasons Retirement Group Assignment 6
Class 9	<ul style="list-style-type: none"> <li>• Employee Benefits and Compensation</li> </ul>	March 17/18	Chapter 10 Seasons Retirement Group Assignment 7
Class 10	<ul style="list-style-type: none"> <li>• Legal Requirements</li> <li>• Managing Diversity</li> <li>• Health and Safety</li> </ul>	March 24/25	Chapter 4 and Chapter 12 Seasons Retirement Group Assignment 8 <b>Speaker</b>
Class 11	<ul style="list-style-type: none"> <li>• Training and Development</li> </ul>	March 31/April 1	Chapter 7 Seasons Retirement Group Assignment 9
Class 12	Discussion on final submission and group work	April 7/8	Seasons Retirement Group Assignment 10 Make-up Assignment
TBA	<b>Scheduled University Final Exam</b>		

## **IMPORTANT ADDITIONAL INFORMATION**

### **Course Sharing Websites**

Student or professor 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).

### **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			

WDN = Withdrawn from the course

ABS = Student absent from final exam

DEF = Deferred (See above)

FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

### **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/>

### **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](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](http://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](http://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](http://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](http://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. Penalties may include; a grade of Failure in 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: <http://carleton.ca/studentaffairs/academic-integrity>.

### **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're 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 830am and 430pm. 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/support-services/>  
Be in the know with what's happening at Sprott: Follow @SprottStudents and find us on Facebook  
SprottStudents Sprott.

*\* 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.*

### **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 hard 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, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
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