



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

BUSI 3102, Section A
Introduction to Human Resource Management
Summer 2021

Instructor:	Dr. Larry M. Coutts
Class Time:	Mondays and Wednesdays, 6:05–8:55 p.m.
Office:	N/A
Office Hours:	By email, telephone, (and Zoom on Wednesdays, 6:00 p.m.)
Course Web Page:	https://brightspace.carleton.ca/d21/home/26769
Email:	Larry.Coutts@carleton.ca; Home Telephone: 613-830-2339
Teaching Assistant:	TBA
Additional Support:	The Academic Writing Centre at www.carleton.ca/wts/

How the Course Will Work

The course is offered online. I will videotape my lectures with PowerPoint slides and upload each videotaped lecture to the course web site by the Sunday and Tuesday evenings before each scheduled class on Mondays and Wednesdays. Then, on **Wednesdays, from 6:00 – 6:30 p.m.** (or longer if necessary), I will schedule a class Zoom session during which time I will address any questions you may have about the lecture material or any other issues you would like to discuss. Thus, it is important that you view the lecture material prior to the Wednesday Zoom session.

Please note that the Wednesday Zoom sessions are not mandatory. They are for the benefit of those who have questions or issues to discuss but, of course, all class members are welcome to join.

If you have a private issue to discuss, please email or telephone me.

Course Description

Human Resource Management functions 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.

Prerequisite(s): second-year standing and one of BUSI 2101, BUSI 2121, BUSI 2702, BUSI 3602, or PSYC 2801.. Lectures three hours a week.

Course Textbook

The following textbook is required:

Schwind, H. F., Uggerslev, K., Wagar, T., & Fassina, N. (2019). *Canadian Human Resource Management: A Strategic Approach* (12th Edition). McGraw-Hill Ryerson Limited: Toronto. ISBN: 13: 978-1-25-965492-3

Note

As an alternative to a hard copy of the textbook, you can purchase a less expensive online version of the book (eBook). To do so, please follow the following instructions:

Connect Course URL:

<https://connect.mheducation.com/paamweb/index.html#/registration/signup/l-coutts-ebook--resources-3>

eBook Registration Instructions

1. Go to the Connect course URL noted above.
2. Enter your University/College email address and complete the brief online registration form that follows.
3. You have 3 Options to access:
 - a) Enter your Connect access code purchased from the bookstore and click Redeem.
 - b) Purchase Connect online
 - c) FREE 14-day Access

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 | 10% | May 19 |
| 2. Midterm Test | 30% | May 31 |
| 3. Group Case Analysis Report | 30% | June 14 |
| 4. Final Exam | 30% | Date TBA |

Please Note

1. Both the Mini Exercise and the Group Case Analysis Report **must** be submitted to me by **email** on the dates they are due. (Larry.Coutts@Carleton.ca)
2. Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days late will not be graded.
3. You must retain a copy of all papers submitted.

1. Mini Exercise (10%) – May 19

Ten percent (10%) of your grade will be based on an individual Mini Exercise. This assignment is due on **Wednesday, May 19** (electronic copy sent to me by email). The Mini Exercise and instructions are presented on the course web site.

2. Midterm Test (30%) – May 31

The Midterm Test will be held online during our scheduled class time on **Monday, May 31 from 6:00-8:00 p.m. EST**. The test will be administered online. You must write this test at the scheduled time or present a medical certificate to explain why you can't. If you present a medical note for a missed midterm exam, a makeup exam will be provided for you. The test will cover all material covered in the textbook 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 (30%) – June 14

For the Group Case Analysis Report, you **must** form groups of **4 or 5** students per group and register the names of students in each group on or before **Wednesday, May 26** (class 5) via an **Excel Spreadsheet emailed to me at Larry.Coutts@Carleton.ca**. The **Excel spreadsheet to be used** is shown on the course web site.

An electronic copy of The Group Case Analysis Report must be emailed to me on the due date, **Monday, June 14**. The Group Case Analysis Exercise and instructions are presented on the course web site.

4. Final Exam (30%) – Date TBA

The final exam will be administered online during the formal examination period (TBA). If you present a medical note for a missed final exam, a makeup exam will be provided for you. The final exam will be based on all material covered **after** the midterm test including both the textbook and lectures (i.e., **Chapters 4, 7, 8, 11, 12 and lecture material**).

Course Schedule

Day	Topic	Resource Material
1. May 10	<ul style="list-style-type: none"> Introduction to Human Resource Management Criteria: Standards for Decision Making 	<ul style="list-style-type: none"> Chapter 1 Lecture Material
2. May 12	<ul style="list-style-type: none"> Work Motivation and Job Design Analyzing Jobs and Work 	<ul style="list-style-type: none"> Chapter 2 Lecture Material
3. May 17	<ul style="list-style-type: none"> Job Evaluation and Compensation Employee Benefits and Services 	<ul style="list-style-type: none"> Chapter 9 Chapter 10 Lecture Material
4. May 19	<ul style="list-style-type: none"> Recruitment Personnel Selection: Predictors and Methods <p style="text-align: center;">Mini Exercise is due (10%)</p>	<ul style="list-style-type: none"> Chapter 5 Chapter 6 Lecture Material
5. May 26	<ul style="list-style-type: none"> Personnel Selection: Decisions 	<ul style="list-style-type: none"> Chapter 6 Lecture Material
6. May 31	<p>Midterm Examination (online during regular class time; 30%) Chapters 1, 2, 5, 6, 9, 10, and Lecture Material</p>	
7. June 2	<ul style="list-style-type: none"> Fairness and Bias in Employee Selection Legal Requirements Managing Diversity 	<ul style="list-style-type: none"> Lecture Material Chapter 4
8. June 7	<ul style="list-style-type: none"> Performance Management 	<ul style="list-style-type: none"> Chapter 8 Lecture material
9. June 9	<p>Work on Group Case Analysis</p>	
10. June 14	<ul style="list-style-type: none"> Orientation, Training and Development <p style="text-align: center;">Group Case Analysis Report is Due (30%)</p>	<ul style="list-style-type: none"> Chapter 7 Lecture Material
11. June 16	<ul style="list-style-type: none"> Managing Employee Relations Health and Safety in the Workplace 	<ul style="list-style-type: none"> Chapter 11 Chapter 12 Lecture Material
12. June 18	<ul style="list-style-type: none"> Organizational Change 	<ul style="list-style-type: none"> Lecture Material
<p>Final Examination (online, 30%) The online final exam will be based on all material covered after the midterm test including both the textbook and lectures (i.e., Chapters 4, 7, 8, 11, 12, and lecture material).</p>		

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

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
CHECK (X) ONE PER ROW				
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 their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	X			

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 failure grade in this course in the event of a missed final exam.

Course Web Page

The URL for the course web page is <https://brightspace.carleton.ca/d2l/home/26769>. You must access the site regularly for updates about the class and upcoming assignments. Grades for all course work will be posted on the Grade Book as soon as available. Final grades are subject to the Dean's approval.

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 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

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/>.

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/>

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 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, 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 <http://carleton.ca/ccs/students/>

Important Dates and Deadlines— Early Summer Term 2021

March 1, 2021	Last day for receipt of applications for admission to an undergraduate degree program for the summer term.
April 29, 2021	Deadline for course outlines to be made available to students registered in early- and full-summer courses.
May 1, 2021	Last day for receipt of applications for undergraduate degree program transfers for the summer term.

May 6, 2021	Early summer and full summer classes begin.
May 13, 2021	Last day for registration and course changes (including auditing) for early summer courses.
May 14, 2021	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 spring 2021 and must register for the summer 2021 term.
May 20, 2021	Last day for registration and course changes (including auditing) for full summer courses.
May 21, 2021	Last day to withdraw from early summer and full summer courses with a full fee adjustment. Withdrawals after this date will result in a permanent notation of WDN on the official transcript.
May 14- 26, 2021	Fall/winter and winter term deferred final examinations will be held.
May 24, 2021	Statutory holiday. University closed.
May 28, 2021	Last day to request Formal Examination Accommodation Forms for June 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.
June 11, 2021	Last day for summative tests or examinations - or for formative and/or practical tests or examinations totaling more than 15% of the final grade - for early summer courses before the official examination period (see Examination Regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).
June 18, 2021	Last day of early summer classes. (NOTE: full summer classes resume July 2.)
	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.

Classes will follow a Monday schedule.

Last day for academic withdrawal from early summer courses.

Last day for handing in term assignments, subject to any earlier course deadline.

June 19-
20, 2021

No classes or examinations take place.

**June
21-27,
2021**

Final examinations in early summer courses and mid-term examinations in full summer courses may be held. Examinations are normally held all seven days of the week.

June 25,
2021

Deadline for course outlines to be made available to students registered in late-summer courses.

June 27,
2021

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