



BUSI 3102, Section C
Introduction to Human Resource Management
Fall 2021

Instructor:	Dr. Larry M. Coutts
Class Time:	Wednesdays, 8:35 – 11:25 a.m.
Office:	N/A
Office Hours:	By email, telephone, (and Zoom on Wednesdays, 10:00 a.m.)
Course Web Page:	https://brightspace.carleton.ca/d2l/home/61262
Email:	Larry.Coutts@cunet.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 **Monday evening** before each scheduled class on **Wednesday**.

Then, on **Wednesdays, from 10:00 – 11:00 a.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 encouraged 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%	September 29
2. Midterm Test (online)	30%	October 13
3. Group Case Analysis Report	30%	November 17
4. Final Exam (online)	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@Cunet.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%) – September 29

Ten percent (10%) of your grade will be based on an individual Mini Exercise. This assignment is due on **Wednesday, September 29** (electronic copy sent to me by email). The Mini Exercise and instructions are presented on the course web site.

2. Midterm Test (30%) – October 13

The Midterm Test will be held online during our scheduled class time on **Wednesday, October 13 from 8:30-10:30. a.m.** 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%) – November 17

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, October 6** (class 5) via an **Excel Spreadsheet emailed to me at Larry.Coutts@Cunet.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, **Wednesday, November 17**. 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. September 8	<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. September 15	<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. September 22	<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. September 29	<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. October 6	<ul style="list-style-type: none"> Personnel Selection: Decisions 	<ul style="list-style-type: none"> Chapter 6 Lecture Material
6. October 13	<p>Midterm Examination (online during regular class time; 30%) Chapters 1, 2, 5, 6, 9, 10, and Lecture Material</p>	
7. October 20	<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
<p>October 25-29 Fall Break: No Classes</p>		
8. November 3	<ul style="list-style-type: none"> Performance Management 	<ul style="list-style-type: none"> Chapter 8 Lecture material
9. November 10	<p>Work on Group Case Analysis (Zoom Session)</p>	
10. November 17	<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. November 24	<ul style="list-style-type: none"> Managing Employee Relations 	<ul style="list-style-type: none"> Chapter 11 Lecture Material
12. December 1	<ul style="list-style-type: none"> Health and Safety in the Workplace 	<ul style="list-style-type: none"> Chapter 12 Lecture Material
13. December 8	<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/61262>. 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, follow-up 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.

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 or at 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.

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 <https://carleton.ca/its/get-started/new-students-2/>

Important Dates and Deadlines— Fall Term 2021

September 1, 2021	Last day for receipt of applications from potential fall (November) graduates.
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Deadline for course outlines to be made available to students registered in fall and fall/winter term courses.

September 6, 2021	Statutory holiday. University closed.
September 7, 2021	Academic orientation (undergraduate and graduate students). Orientation for new Teaching Assistants.
	All new students are expected to be on campus. Class and laboratory preparations, departmental introductions for students and other academic preparation activities will be held.
September 8, 2021	Fall term begins. Fall and fall/winter classes begin.
September 17-19, 2021	Full and late summer term deferred final examinations to be held.
September 22, 2021	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 2021 and must register for the fall 2021 term.
September 30, 2021	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 8, 2021	December examination schedule (fall term final and fall/winter mid-terms) available online.
October 11, 2021	Statutory holiday. University closed.

October 15, 2021	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 25-29, 2021	Fall break, no classes.
November 12, 2021	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, 2021	Last day for receipt of applications for admission to an undergraduate degree program for the winter term.
November 26, 2021	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade 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).
December 1, 2021	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 10, 2021	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 examination 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 11-23,
2021

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,
2021

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

December 25,
2021 through
January 1, 2022
inclusive

University closed.