



Carleton
University

Sprott
School of Business

**CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
BUSI 3102 A
INTRODUCTION TO HUMAN RESOURCE MANAGEMENT
SUMMER 2023**

Instructor: Dunja Palic

Office: TBD/Zoom

Office Hours: Mon/Wed 9am-12pm on Zoom. You may also book by appointment.

Email: dunjapalic@cunet.carleton.ca

Modality: In-Person

Room: Nicol Building NI 4020

Time: 6:05pm – 8:55pm

Pre-requisites & precluded Courses:

Second year standing and one of BUSI 2101, BUSI 2702, or BUSI 3602. The School of Business enforces all prerequisites.

This course is a prerequisite to:

1. BUSI 4104 (with a grade of C- or higher)
2. BUSI 4706 (with a grade of D- or higher)
3. BUSI 4609 (with a grade of D- or higher)

Course Calendar description from the [2022/2023 University calendar](#):

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:

The success of an organization is largely dependent on the dedicated people who coordinate to maintain its core functions. Human resource management (HRM) is thus a complex and integral part of an organization of any size, managing various activities that ultimately help to create an efficient organization and positive work environment. This course introduces the main functions and topic areas in HRM. Topics we will be covering 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. The pedagogy will include lectures, in-class exercises, discussions, and the HRM simulation project.

Learning Outcomes

By the end of this course, students should be able to:

1. Explain the basic principles, concepts, and practices of HRM.
2. Explain the HRM function's contribution to organizational effectiveness.
3. Implement their knowledge and skills in the application of HRM.
4. Display considerations for the demands of individuals, organizations, and society when faced with HRM decisions.

Reading(s)/Textbook(s)/Required Materials:

Schwind, H.F., Uggerslev, K., Wagar, T.H., & Fassina, N. (2022). Canadian Human Resource Management: A Strategic Approach (13th Edition). McGraw-Hill: Toronto, ON.

Smith, J.R., Golden, P.A., & Deighan, M. (2019). HRManagement: The Human Resource Management Simulation. Interpretive Simulations: Charlottesville, VA (register/purchase access to this on-line simulation at interpretive.com)

Course Requirements & Methods of Evaluation (including due dates):

Grades will be determined based on the following components:

Assignment	Percentage of Grade	Due Date
HRM Simulation Quiz	5%	17-May-23
In-Class Exercise	5%	24-May-23
HRM Simulation Project <ul style="list-style-type: none">• Incident reports• Industry rankings• Letter to Successor	30% = 12% 6% 12%	Several dates, see pages 4-6 Letter to Successor due on 19-June-23
Midterm Exam	20%	31-May-23
Final Exam	30%	TBD
Contribution	10%	Ongoing
Total:	100%	

- **HRM Simulation Quiz 5%**
 - Will be completed in class on **May 17th**. Covers material in the HRM Simulation Manual (to access, students must log in at: <http://www.interpretive.com>) and information related to the simulation presented in this course outline. **Students must register and submit payment for access to the simulation (\$44.95 U.S.) before May 17th** or they will not be able to participate in the simulation.
- **In-Class Exercise 5%**
 - Will be completed in class on **May 24th**. Please ensure you attend this class and read the assigned weekly chapters ahead of time. Failure to attend this class will result in a grade of zero.
- **HRM Simulation Project 30%**

Detailed information on the HRM Simulation group project is provided on pages 4 - 6 of this outline. Decisions and incident responses for the simulation are to be submitted

online by 11:59pm of the specified due date. Six incident decisions reports will be submitted on Brightspace. **Please see page 6 for the deadline for each incident report.** The Letter to the Successor is due at **11:59pm on June 19th**. Submit via Brightspace. Late submissions will be penalized by 10% each day.

- **Midterm 20% and Final Exams 30%**
 - There are two exams for this course. The midterm is scheduled for **May 31st**. The date, time, and location of the final exam will be announced later in the term. Both exams will consist of multiple choice questions and will be based on the textbook and material covered in class, including lectures, in-class activities, and discussion.
- **Contribution 10%**
 - You are expected to actively participate in in-class exercises and discussions, and most importantly, fairly contribute to your group simulation project. Contributing to class activities requires your attendance, but simply showing up to class is not sufficient to earn the entire 10%.

INSTRUCTOR'S NOTES

1. It is strongly recommended that you read the textbook chapters before coming to class.
2. This course will use Brightspace to share information about assignments and course content. We will be using the discussions, assignments, and groups features of this platform. Announcements regarding the course will be posted here each week on Mondays. It is your responsibility to check the course page regularly for updates and other important information.
3. It is highly recommended that students retain a copy of all work that is submitted.

CLASS POLICIES

Late policy

Late assignments will result in a 10% deduction for each day for three days. **If an assignment is not handed in after three days of it being late, you will receive a 0.** If your assignment will be late, please email me before the deadline letting me know so that I am aware that you still plan to submit the assignment.

Extensions and Accommodations

If you need an extension on your assignment, please contact me via email or during my office hours with an explanation as to why you are requesting the extension. Extension length will vary based on the circumstances of the request.

If you need any accommodations for assignments outside of extensions, please speak with me directly and we will cooperate to ensure you can succeed.

Communication Policy

Course information will be shared every Monday on Brightspace as announcements. There are three ways to contact me outside of class time: during my office hours, through email, or through the discussion topic "Course Help" in Brightspace. Responding to questions in the discussion topic allows answers to questions to be accessible to the entire class. **Questions about the course or assignments should be posted in "Course Help."** If you have more personal questions, please feel free to email me or see me during my office hours. If you would prefer to speak during my office hours, please send me an email first to request a time slot.

Teaching Approach

My approach to teaching is to recognize that you each carry your own knowledge, experiences, and ideas that you will draw on to make sense of the content in this course in the way that works best for you. My role is to help guide your learning about human resource management by providing various opportunities for learning. In this course I will present the content using lectures, as well as cases and interactive activities. I want to encourage you all to relate the content in this course to your personal experiences and draw connections between the real world and class concepts. In recognizing your unique experiences, I also recognize we each have our strengths and weaknesses. A priority for me is to provide detailed feedback to encourage opportunities for improvement. These are considerations that will influence the way that I mark your assignments, so please feel free to speak with me regarding any concerns you may have. I always want my classroom to be an inclusive and supportive space for my students.

HRM SIMULATION PROJECT

Each student will participate in the HRM Simulation (<http://www.interpretive.com>) which highlights the principles taught in the course and provides players with simulated real world experience in making HR decisions and observing their impact. You will be assigned to groups of 4 or 5 for this project. The HRM Simulation will require groups to work collectively to manage a budget and make a series of HR decisions throughout the term, hand in a final report at the end of the course, and complete peer performance evaluations.

At the beginning of the simulation, your group will meet together to set goals on the various parameters of the simulation. After your goals have been set, there will be 1 “practice” simulation decision followed by 6 “actual” decision periods (each decision period is a fiscal quarter, so there will be a total of 6 quarters after the practice decision). The simulation decision period for a given class will be opened during class time and **closed at 12:00 PM two days after the class (except for Decision 2, see page 6 for exact dates)**. The “practice” round will be played in “benchmark mode” (i.e., against the computer) and will allow you to play and replay the round as many times as you wish. When the “actual” simulation begins, it will be played in “direct competition mode” (i.e., each team will be competing against other teams in their industry) and decisions are final once they have been submitted. Each team must appoint a team leader who will finalize and “lock down” the team’s decisions.

The HRM Simulation Project is worth 30% of the final course grade. This 30% is calculated based on the following components:

Incident Decisions	12 marks
Industry Rankings	6 marks
Letter to the Successor	12 marks
Peer Evaluation	No mark
Total:	30 marks

Incident Decisions (12 marks – 6 incident decisions @ 2 marks each)

At the time of each decision, you will also need to respond to an HR-related incident that is described in the “Special Decisions” section of the Decisions tab of the simulation. Your

response will consist of two components. First, when making your on-line decision for the simulation, you will indicate the option that you select in the “Special Decisions” section of the Decisions tab. Second, you will be required to submit a written response for each incident in which you briefly describe what challenge the incident presents to the organization (i.e., the problem), what you would do to address the incident (i.e., the incident decision you made), and why you made that decision (i.e., the rationale). This should not exceed 1 page and must be submitted in Brightspace. Please see page 6 for the due date of each report.

The narrative incident responses will be graded based on the following criteria:

- (1) the extent to which the response represents a good understanding of the incident and the challenge it presents to HR and the organization;
- (2) the quality of the rationale that is provided for the proposed incident decision.

Industry Rankings (6 marks – 2 rankings @ 3 marks each)

After decisions 4 and 6, your team’s overall ranking within the industry will be calculated based on the balanced scorecard metric used in the simulation system. Equal weighting of each of the 10 performance indicators assessed in the simulation is used in tabulating this overall ranking. On each of these occasions, teams that are ranked in the top quartile of the industry will be awarded 3 marks; teams ranked in the second quartile will be awarded 2 marks; teams in the third quartile will be awarded 1.5 marks; teams in the bottom quartile will receive 1 mark. Teams that exceed their budgets in quarters 4 and 6 will be penalized for exceeding the budget.

Letter to the Successor (12 marks)

After addressing the final incident your department is faced with, you have decided to leave your position as a member of the HR department to pursue other endeavours. The company will continue as is, hiring a new member to take your place. To facilitate the transition, you will write a letter to your successor informing them about the company and your role, important events to be aware of, and suggestions for future goals (i.e., what you have learned from the simulation and what changes you would make). The letter to the successor is confidential, so you may freely share your experience. Your letter should include:

- A brief overview of your company’s current situation (a summary of performance indicators)
- Departmental decisions that led your company to be in the position it is in today
 - Why you made these decisions and what effects you expected (performance indicators)
 - Indicate which decisions worked as you expected and which did not, and why this may have occurred
 - If your group experienced any major deviations (especially budget), you should also discuss: (1) the source of the deviation and (2) what remedial action was taken or should be taken in the future to address it.
- A discussion of how it is like to work in this organization, how work is accomplished, how decisions are made, and what one needs to do in order to succeed
- A discussion of the main HR related challenges facing the company and what you think could be done to address these challenges moving forward

Your letter should discuss the strengths and weaknesses of your group’s strategies and decisions in light of what you have learned about HRM from the text and lecture material throughout the

course. The letter should be typed using Times New Roman 12-point font, double-spaced, and 6-7 pages in length (max. 7), PLUS graphs and other appendices. The letter should be sufficiently detailed to explain the HRM simulation results to someone who has no familiarity with the decisions you made during the project. Writing quality (e.g., spelling, grammar, structure, etc.) is very important.

The Letter to the Successor will be graded according to the following criteria:

- (1) Completeness
 - All requested information is included
 - All key questions are addressed in a complete and accurate manner

- (2) Depth of analysis
 - Discussion of the possible reasons for the effectiveness or ineffectiveness of various decisions is insightful and thorough
 - Potential linkages between different strategies/decisions and various performance indicators are discussed, drawing on textbook/lecture material and other sources to make these linkages

- (3) Clarity and quality of structure and writing
 - Layout and format of report is professional
 - Writing quality: spelling, punctuation, grammar, sentence structure, etc.
 - References are provided to support key points/arguments.

Peer Evaluations

Each team member will be required to evaluate the contributions of other team members in relation to the overall performance and functioning of the team. These evaluations will be completed independent from other team members and kept confidential from them. Although in most cases individual group members will receive the same final grade on the simulation project, the instructor reserves the right to adjust individual grades downward if it is determined that certain individuals' contributions to the project were inadequate.

HRM Simulation Schedule

Simulation decisions are scheduled for completion in the following classes and are **due by 11:59pm** on the following dates:

Decision #	Date	Incident	Decisions Due	Incident Reports Due
1	24-May-23	Job Analysis	Friday, May 26	Sunday, May 28
2	29-May-23	Recruiting for Temporary Positions	Friday, June 2	Sunday, June 4
3	05-June-23	Selection of Employees	Wednesday, June 7	Sunday, June 11
4	07-June-23	Self-Managed Work Teams	Friday, June 9	Sunday, June 11

5	12-June-23	Performance Appraisal	Wednesday, June 14	Sunday, June 18
6	14-June-23	Compensation Planning	Friday, June 16	Sunday, June 18

Course Schedule:

WEEK	DATE	TOPIC	READINGS/ASSIGNMENTS
1	Monday, May 8 th , 2023	Introduction and Course Organization	
2	Wednesday, May 10 th , 2023	Strategic Importance of HRM	Chapter 1 Submit Job Applications in Brightspace
3	Monday, May 15 th , 2023	Legal Requirements and Diversity, Equity, and Inclusion	Chapter 4 Hiring your Team
4	Wednesday, May 17 th , 2023	Managing Employee Relations Human Resource Management Simulation	Chapter 11 HRM Simulation Quiz, Goal Setting Exercise, and Practice Round
5	Monday, May 22nd, 2023	No Class – Victoria Day	
6	Wednesday, May 24 th , 2023	Job Analysis and Design	Chapter 2 Graded In-Class Exercise and HRM Simulation – Decision #1
7	Monday, May 29 th , 2023	Recruitment	Chapter 5 HRM Simulation – Decision #2
8	Wednesday, May 31 st , 2023	Midterm Exam	
9	Monday, June 5 th , 2023	Selection	Chapter 6 HRM Simulation – Decision #3
10	Wednesday, June 7 th , 2023	Orientation and Training	Chapter 7 HRM Simulation – Decision #4
11	Monday, June 12 th , 2023	Performance Management	Chapter 8 HRM Simulation – Decision #5

WEEK	DATE	TOPIC	READINGS/ASSIGNMENTS
12	Wednesday, June 14 th , 2023	Compensation and Benefits	Chapters 9, 10 HRM Simulation – Decision #6
13	Friday, June 16 th , 2023	Health and Safety Review for Final Exam	Chapter 12 Peer Evaluations **Letter to the Successor due by 11:59 p.m. June 19*

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			

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.

Grading

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

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 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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