



**CARLETON UNIVERSITY**  
**BUSI 3102B**  
**FALL 2023**  
**Introduction to Human Resource Management**

**INSTRUCTOR:** Dr. Greg Sears  
**OFFICE:** NI 5030  
**OFFICE HOURS:** By appointment  
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**TELEPHONE:** (613) 520-2600 ext. 3961  
**CLASS:** Wednesday 2:35-5:25, Location: NI 3030  
**MODALITY:** IN-PERSON (Not suitable for on-line students)  
**COURSE WEB PAGE:** [brightspace.carleton.ca](http://brightspace.carleton.ca)

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**COURSE DESCRIPTION (ACCORDING TO THE [2023-2024 ACADEMIC 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.

**PREREQUISITES:**

Second-year standing and one of BUSI 2101, BUSI 2121, BUSI 2702, BUSI 3602, or PSYC 2801. **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)

**REQUIRED TEXTBOOK AND MATERIALS:**

1. Schwind, H.F., Uggerslev, K., Wagar, T.H., & Fassina, N. (2022). Canadian Human Resource Management: A Strategic Approach (13<sup>th</sup> Edition). McGraw-Hill: Toronto, ON.
2. 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](http://interpretive.com))

## COURSE OVERVIEW:

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. The pedagogy will include lectures, in-class exercises, discussions, and the HRM simulation project.

## 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 utilize their knowledge and analytical skills in the application of HRM, and
4. Appreciate the complex role of HRM in meeting the demands of individuals, organizations, and society.

## COURSE FORMAT AND GRADING SCHEME:

Grades will be determined based on the following components:

HRM Simulation Quiz	5%
In-Class Exercise	5%
HRM Simulation Project	30%
Midterm Exam	30%
Final Exam	30%
<b>Total:</b>	<b>100%</b>

- **HRM Simulation Quiz: 5%**
  - Will be completed in class on **Sept. 27**. 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 Sept. 27** or they will not be able to participate in the simulation.
- **In-Class Exercise: 5%**
  - Will be completed in class on **Oct. 4**. 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 3 - 5 of this outline. Decisions and incident responses for the simulation are to be submitted on-line by 12 p.m. on the Friday following classes on **Oct. 4, Oct. 11**,

**Nov. 1, Nov. 8, Nov. 15, and Nov. 22.** The final project report is due **December 8**. Please ensure you submit a printed copy of your report to me in under my office door (NI 5030) by 5 p.m. on December 8th. Late reports will receive a penalty of 10%/day.

- **Midterm and Final Exams: 30% each**

- There are two exams for this course. The midterm is scheduled for **Oct. 18**. 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.

**INSTRUCTOR'S NOTES:**

1. It is strongly recommended that you read the assigned textbook chapters before coming to class.
2. Please check your *Brightspace* account on a weekly basis. It is your responsibility to access this site regularly for any course updates / announcements.
3. Please arrive to class on time, and **turn off all cell phones and personal entertainment and communication devices. Laptops should only be used for class-related purposes.**

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## 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 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 week will be opened during class time and **closed at 12:00 PM on the next Friday following class**. 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	6 marks
Industry Rankings	6 marks
Simulation Report	18 marks
<b>Total:</b>	<b>30 marks</b>

## **Incident Decisions (6 marks – 6 incident decisions @ 1 mark 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 by the **same Friday** in which that particular simulation decision is due. Procedures for submitting these incident responses will be described during class.

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.

## **Final Report (18 marks)**

The report is intended to be a Management Audit of your team’s simulation goals, strategies, decisions, and outcomes. In essence, you should describe the goals that you set, the strategies that you used, and the key decisions that you made throughout the simulation. You should also **discuss the strengths and weaknesses of these strategies and decisions in light of what you have learned about HRM from the text and lecture material throughout the course.** You should consider questions such as:

- Why did you make certain decisions? What effects did you think they would have on the various indicators of the simulation (e.g., morale, turnover, etc.)?
- What decisions worked for you as you thought they would? Why?
- What decisions did not have the effects you thought they would? Why not?
- What would you do differently if you completed the simulation again?
- **More broadly, you should discuss how and why various strategies and decisions (e.g., specific programs) affect specific performance indicators.**

If your group experienced any major deviations (especially budget), you should include a section in which you discuss: (1) the source of the deviation and (2) what remedial action was taken or should be taken in the future to address it.

The report should be typed using Calibri or Times New Roman 12-point font, double-spaced, and max. 8 pages in length, PLUS graphs and other appendices. The report 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 Final Report 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 the Friday following class (i.e., 2 days later) before 12 p.m.:

Decision #	Date	Incident
1	4-Oct-23	Job Analysis
2	11-Oct-23	Recruiting for Temporary Positions
3	1-Nov-23	Selection of Employees
4	8-Nov-23	Self-Managed Work Teams
5	15-Nov-23	Performance Appraisal
6	22-Nov-23	Compensation Planning

**TENTATIVE CLASS SCHEDULE**

<b>WEEK</b>	<b>DATE</b>	<b>TOPIC</b>	<b>READINGS/ASSIGNMENTS</b>
1	7-Sept-23	Introduction and Course Organization	
2	13-Sept-23	Strategic Importance of HRM	Chapter 1
3	20-Sept-23	Legal Requirements and Diversity, Equity, and Inclusion	Chapter 4
4	27-Sept-23	Managing Employee Relations Human Resource Management Simulation	Chapter 11 <b>HRM Simulation Quiz, Goal Setting Exercise, and Practice Round</b>
5	4-Oct-23	Job Analysis and Design	Chapter 2 <b>Graded In-Class Exercise and HRM Simulation – Decision #1</b>
6	11-Oct-23	Recruitment	Chapter 5 <b>HRM Simulation – Decision #2</b>
7	18-Oct-23	Midterm Exam	
<b>8</b>	<b>25-Oct-23</b>	<b>No Class - Fall Break</b>	
9	1-Nov-23	Selection	Chapter 6 <b>HRM Simulation – Decision #3</b>
10	8-Nov-23	Orientation and Training	Chapter 7 <b>HRM Simulation – Decision #4</b>
11	15-Nov-23	Performance Management	Chapter 8 <b>HRM Simulation – Decision #5</b>
12	22-Nov-23	Compensation and Benefits	Chapters 9, 10 <b>HRM Simulation – Decision #6</b>
13	29-Nov-23	Health and Safety	Chapter 12 <b>Team Member Evaluations</b>
14	6-Dec-23	Review for Final Exam	<b>**HRM Simulation Reports due by 5 p.m. Dec. 8 (NI 5030)**</b>

**Contribution to Learning Goals of the Program (BCom, BIB):**

<b>Program Learning Goal</b>	<b>Competencies Not Covered</b>	<b>Competencies Introduced (only)</b>	<b>Competencies Taught But Not Assessed</b>	<b>Competencies Taught and Assessed</b>
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>		X		
<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>				X
<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>				X
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				X
<b>BI5 Global Awareness (BIB ONLY)</b> <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](https://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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