



**Carleton**  
University

**Sprett**  
School of Business

**INTRODUCTION TO HUMAN RESOURCES MANAGEMENT**  
**BUSI 3102C**  
**FALL 2024**  
**CRN: 30693**  
**CREDIT: 0.5**

**Course Instructor:** Gregory Dole, Ph.D.

**Office:** Nicol Building Tencer Centre Office (6<sup>th</sup> floor)

**Office Hours:** Monday, 2:30 pm-3:30pm or by appointment through email

**Email:** gregorydole@cunet.carleton.ca

**Course meets:** Mondays (9 Sept 2024 through 6 Dec 2024) from 11:35am-2:25pm

**Modality:** In Person.

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

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**Required Textbook:** Understanding Human Resources Management: A Canadian perspective, 2<sup>nd</sup> edition. Prepared by Melanie Peacock

**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 a variety of topics in the domain of Human Resources Management (HRM). Topics to be covered include exploring why HRM matters, promoting health and safety through organizational culture, defining, analyzing and designing work, recruitment, selecting employees, training and developing employees, managing employee performance, rewarding and recognizing employees, employee and employer rights, labour relations and bargaining, and international HR.

**Learning Outcomes:**

1. Be able to understand the basic principles, concepts and practices of HRM
2. Be able to critically evaluate the theory and practice of human resource management in contemporary organizations. To recognize the role of HRM in organizational effectiveness/success
3. Be able to effectively apply knowledge and analytical skills in the organizational application of HRM
4. Be able to appreciate the complexity of HRM as it relates to the demands of individuals, organizations and society
5. Propose and justify certain HRM actions to resolve complex organizational problems. Make linkages between HR and organizational strategy

This course contributes to the degree program by critically examining the development, structures and processes of human resources management (HRM) from the respective perspective of employers, employees, governments and other stakeholders. Using the lens of HRM, the subject equips students with a critical understanding concerning the management considerations necessary to advance the engagement, performance, safe practice and retention of employees in a broad variety of organizational contexts. Through activities and content exploration, students sharpen their critical management skills and knowledge by equipping themselves with an evidence-based understanding regarding the complexities underpinning the practice of human resource management in contemporary organizations. This subject is geared towards developing both a theoretical understanding and a practical capability in students regarding HRM decision making in organizations.

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

MAJOR ASSIGNMENT GROUP	30% DUE DECEMBER 2 <sup>ND</sup> 11:59PM
MID-TERM EXAM	20%
FINAL EXAM	20% TAKE HOME
QUIZZES	20%
PARTICIPATION	10%
<b>TOTAL</b>	<b>100%</b>

**GROUP ASSIGNMENT MUST BE HANDED IN ON TIME THROUGH BRIGHTSPACE OR IN CLASS. LATE ASSIGNMENTS WILL BE PENALIZED AS FOLLOWS (UNLESS VALID REASON PROVIDED): WITHIN THE FIRST 24 HOURS 10% GRADE REDUCTION, WITHIN 48 HOURS 20% GRADE REDUCTION, AFTER WHICH THE ASSIGNMENT WILL NOT BE ACCEPTED FOR GRADING.**

### **GROUP ASSIGNMENT**

THIS ASSIGNMENT MUST BE COMPLETED IN GROUPS OF 5. YOUR PROFESSOR WILL FACILITATE GROUP FORMATION IF YOU DO NOT WANT TO FORM YOUR OWN GROUP. FOR THE GROUP REPORT, YOUR TEAM WILL CHOOSE AN ORGANIZATION (OR SPECIFIC INDUSTRY SECTOR) IN THE CONTEXT OF POST-COVID-19 TO CRITICALLY ANALYZE FIVE HRM COMPONENTS: HRM PLANNING, WORK DESIGN, RECRUITMENT AND SELECTION, PERFORMANCE MANAGEMENT, AND REWARDING AND RECOGNIZING EMPLOYEES. BASED ON YOUR ANALYSIS OF THESE COMPONENTS, WRITE A REPORT PRESENTING BETWEEN 1 TO 3 RECOMMENDATIONS FOR THE ORGANIZATION WITH DUE CONSIDERATION GIVEN TO THE POST-COVID-19 CHALLENGES.

IT IS SUGGESTED THAT YOU CHOOSE AN ORGANIZATION WITH WHICH YOU HAVE SOME BACKGROUND KNOWLEDGE OR CONNECTION (I.E., SOMEONE YOU KNOW WORKS THERE OR SOMEONE IN THE GROUP WORKS THERE). ORGANIZATIONS MUST BE SITUATED IN CANADA OR HAVE A CANADIAN PRESENCE.

PEER EVALUATIONS MAY BE USED TO MODERATE INDIVIDUAL SCORES WITHIN THE GROUP. THE PEER EVALUATION WORKSHEET WILL BE MADE AVAILABLE ON BRIGHTSPACE.

FURTHER GUIDANCE AND AN OPPORTUNITY TO ASK QUESTIONS WILL BE PROVIDED IN CLASS.

**LENGTH: 2000 WORDS**

**DUE: 2 DECEMBER 2024 AT 11:59PM**

### **CRITERIA:**

ESSENTIAL KNOWLEDGE OF BUSINESS AND HRM CONCEPTS (30%)

CRITICAL ANALYSIS (30%)

TEAMWORK (30%)

PRESENTATION OF MATERIAL IN REPORT SUCH AS QUALITY OF WRITING AND STYLE (10%)

### **Course Schedule:**

	TOPIC	DATE	READINGS/ASSIGNMENT
Class 1	<ul style="list-style-type: none"> <li>Why HRM matters</li> </ul>	Sep 9	Chapter 1
Class 2	<ul style="list-style-type: none"> <li>Operating within the legal framework</li> </ul>	Sep 16	Chapter 2
Class 3	<ul style="list-style-type: none"> <li>Promoting employee health and safety through organizational culture</li> </ul>	Sep 23	Chapter 3 Quiz 1

Class 4	<ul style="list-style-type: none"> <li>Defining, analyzing, and designing the work</li> </ul>	Sep 30	Chapter 4
Class 5	<ul style="list-style-type: none"> <li>Planning for, recruiting, and selecting employees</li> </ul>	Oct 7	Chapter 5
Class 6	<ul style="list-style-type: none"> <li>Mid Term Exam</li> </ul>	Oct 28	Chapters 1-5
Class 7	<ul style="list-style-type: none"> <li>Orienting, training, and developing employees</li> </ul>	Nov 4	Chapter 6
Class 8	<ul style="list-style-type: none"> <li>Managing employee performance</li> </ul>	Nov 11	Chapter 7 Quiz 2
Class 9	<ul style="list-style-type: none"> <li>Rewarding and recognizing employees</li> </ul>	Nov 18	Chapter 8
Class 10	<ul style="list-style-type: none"> <li>Knowing employee and employer rights</li> </ul>	Nov 25	Chapter 9 Quiz 3
Class 11	<ul style="list-style-type: none"> <li>Understanding labour relations and collective bargaining</li> </ul>	Dec 2	Chapter 10
Class 12	<ul style="list-style-type: none"> <li>Learning about international human resources management</li> </ul>	Dec 6	Chapter 11 Quiz 4
	FINAL EXAM (Take home)	TBA	All material covered in class

**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
<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</i>				x

<i>experience, expertise and interest of all members.</i>				
<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>				

### ADDITIONAL INFORMATION

#### Other resources

##### Recommended Journals

In addition to the above resources, students should refer to referred journals for content relevant to this subject. The Carleton Library subscribes to most of the academic journals listed below in either paper-based (hard copy) or electronic (online) form. Students should consult the library on the process to access electronic journal subscriptions. The following academic journals and publications are likely to prove relevant and useful for this subject:

Academy of Management Journal  
 Academy of Management Review  
 Asia Pacific Journal of Human  
 British Journal of Industrial Relations  
 California Management Review  
 Harvard Business Review  
 Human Resource Planning  
 Industrial Relations Journal

International Journal of Human Resource Management

International Journal of Manpower Studies

Journal of Applied Psychology

Journal of Industrial Relations

Personnel Review

Personnel Psychology

### **Participation in class**

In class participation is encouraged as long as it is focused and relevant. See below for breakdown of how participation marks are awarded. 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) will result in a grade deduction.

### **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).

### **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**

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website ([students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)).

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).

### **Active Participation**

For this class, ten percent of the final grade will be dedicated to active participation during classroom discussions. So that students can better understand how their participation mark will be awarded, the following rubric has been created.

The objective of having assigned a significant proportion of the final grade in this class to participation was to have generated a high level of discussion between students and the instructor. So that students might understand exactly how their class participation grade was arrived upon, I am posting the following set of guidelines



To achieve an “A” grade in participation, students will have to have done the following:

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- 1) Attend 80 percent of classes
  - 2) If you cannot attend class, inform me beforehand. Provide reasonable excuse and be prepared to provide documentation as necessary (e.g. medical notes, proof of participating in university-sanctioned activities)
  - 3) Contribute to classroom discussion without being prompted
  - 4) Incorporate course information in class commentary
  - 5) Be actively engaged in classroom discussion even when not contributing. Watching videos on cellphones or laptops, playing games or using messaging apps in class is considered not being actively engaged
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To achieve a “B” grade in participation, students will have to have done the following:

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- 1) Attend class 80 percent of classes
  - 2) If you cannot attend class, provide reasonable excuse and be prepared to provide documentation as necessary (e.g. medical notes, proof of participating in university-sanctioned activities)
  - 3) Contribute to classroom discussion by being prompted
  - 4) Be actively engaged in classroom discussion even when not contributing. Watching videos on cellphones or laptops, playing games or using messaging apps in class is considered not being actively engaged
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To achieve a “C” grade in participation, students will have to have done the following:

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- 1) Attend class 80 percent of classes
  - 2) If you cannot attend class, inform me beforehand. Provide reasonable excuse and be prepared to provide documentation as necessary (e.g. medical notes, be participating in university-sanctioned activities)
  - 3) Be actively engaged in classroom discussion even when not contributing. Watching videos on cellphones or laptops, playing games or using messaging apps in class is considered not being actively engaged
  - 4) Have contributed to classroom discussion at some points whether by being prompted or otherwise
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Students who:

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- 1) do not attend class,
  - 2) do not provide reasonable excuse beforehand or afterwards,
  - 3) never contribute,
  - 4) are never actively engaged (i.e. choose to be watching videos on cellphones/laptops, using messaging apps, playing video games, etc.)
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will not receive a participation grade.

**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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