



Instructor	Vilma Coutino-Hill MSc. Organizational Change and Development, CHRP and CHRL
E-mail	vilma.coutinohill@carleton.ca
Lectures	Wednesdays 8:30am to 11:25 am Nicole Building (NI) 4030
Virtual Office Hours	Monday's 7:00 pm to 8:00 pm by Zoom or by appointment
Phone number	613-668-9085
Course Web Page	Brightspace
Modality	Hybrid course, presentational sessions and online office hours

Human Resource Management function in organizations. Topics include human resources planning, recruitment, selection, performance evaluation, career development and training, compensation and benefits and labour relations and unions

Learning outcomes

Following completion of this course, students should be able to:

1. Identify and understand the basic principles, concepts, and practices of HRM.
2. Recognize the contribution of HRM to organizational effectiveness and the role of the professional personnel manager or director.
3. Effectively utilize their knowledge and analytical skills in the application of HRM through the successful resolution of group cases, a term group project, midterm and a final exam.
4. Apply through term project and group cases their understanding of the complex role of HRM in meeting the demands of individuals, organizations, and society.

PREREQUISITES

Second year standing and one of BUSI 2101, BUSI 2121, BUSI 2702, or BUSI 3602 or PSYC 2801. **The School of Business enforces all prerequisites.**

This course is a prerequisite to:

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

OPTIONAL TEXTBOOK AND MATERIALS

Schwind, Uggerslev, Wagar & Fassima (2019). Canadian Human Resource Management: A Strategic Approach (13th Edition). McGraw-Hill: Toronto.

SUGGESTED ADDITIONAL READINGS:

Ares

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

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>				✔
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				✔
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>				✔
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				✔
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>				✔

I. Course Structure and Navigation:

This course is structured slightly differently than a traditional, lecture-style course. There are thirteen (**13**) **weeks of instruction** in this course, and a total of **10 lectures** that students will attend. The lectures will contain complementary videos questions from the complementary readings and group work.. Throughout the course, the ppt presentation of the lectures, the videos will be unlocked to allow the students to successfully understand each lecture and group work. In addition to these 10 lectures, students will participate in a variety of different activities and assignments during the 13 weeks of the course.

There are **four (4) group cases** during weeks 2,4,6, and 8. **two (2) guest speaker forums** in this course, which will allow you to engage in conversation with Human Resource Professionals from different companies or institutions. There is **one (1) reflection**, which will offer you a chance to question and critique the material that you are learning, a Term Project with a real company to help you put in practice what you are learning with two entries in cuPortfolio to help you with your time frames, a midterm (multiple

choice and open ended questions) and a **Final exam** (with multiple choice questions and short answer questions) to be done at the end of the term.

The students of this course will complete 2 entries in **cuPortfolio** and a **final group written term project** about how a real company is doing one of the 10 different functions of HR that we have studied during the term. This major project is broken down into two parts: Part 1, you will be doing the literature review of the company in regard to the function of HR chosen, entry 1 literature review of the topic and the company, entry 2 literature review of the organizational strategy and the HR strategy of the company in relation to the topic chosen. You will have an online meeting with the prof to talk about your suggestions or improvements given to the company to improve the HR function chosen. Your **fully-written paper (15 pages)**, in which you analyze how the function of HR chosen is done in within the company (guidelines and templates will be given) and some ideas for improvement and implementation.

Required Readings and Videos:

There is an optional textbook for this course that will complement the information given in the slides and the video presentations. All required and supplementary readings will be available online through Carleton's Ares reserve system.

All required videos will be made available within each module. All the reading material used for the course, optional text book and extra readings from Ares as well as the extra video material are there to complement the content from each of the Modules.

Course Essentials Calendar:

Note: for a list of exact due dates, see the Activity and Assignment Due Dates document, located in Course Essentials this calendar could be subject to any changes during the term. OT Optional Text Book

WEEKS	MODULES	ACTIVITIES AND ASSIGNMENTS
ONBOARDING	In this activity we will: Identify and Understand the content of the course Knowledge and material, the communication and the evaluation process during the term.	<ul style="list-style-type: none"> • Watch Introductory video "Start here" • Zoom Meeting with the Prof. • Read the course outline and the information about the modules and activities • Do the 'Introduce Yourself' activity • Watch the video about how to manage your cuPortfolio • Check in Survey
Week 1 Lecture 1 September 7 th 2022 Virtual Coffee Office hour	Lecture 1: Introduction to HRM -Read and reflect the objectives of human Resource management and the role of the human resource professionals in today's organization.	<ul style="list-style-type: none"> • Lecture 1 • Presentation of the course • Introduction • Readings: Week 1: OT Chapter 1 1-27p
Week 2 Lecture 2 September 14 th 2022	Lecture 2: HR Planning In these modules we will: - Identify the way organizations manage people to create their objectives, the innovations and the accomplishments for	<ul style="list-style-type: none"> • Lecture 2 • Group Case 1. Quiz to help answer the case and optional readings • Office hour • Readings: • Week 2: OT Chapter 3 65-92p • Ares: "Alignment of HR strategies and the impact on Business Performance"

	<p>which organizations are praised.</p> <ul style="list-style-type: none"> - Apply the concepts and HR strategies in an specific case analysis to recognize the importance of the Organizational Strategy and the role of HRM. 	Harvard Business Review
<p>Week 3 Lecture 3 September 21st, 2022</p>	<p>Lecture 3: Job Analysis and Design Summarize the importance of Job analysis, Job Specification and Job Description in the work environment</p>	<ul style="list-style-type: none"> • Lecture 3 • Office hour • Readings: Week 3: OT Chapter2 37-57p Ares: "How to keep your top talent" Harvard Business Review. • Due Case 1 • Entry 1 cuPortfolio
<p>Week 4 Lecture 4 September 28th, 2022</p>	<p>Lecture 4: Diversity Management, legal requirements. Read and Explain the importance of Cultural Dimensions and Diversity management inside the Organizations and their impact in its Human Resources -To understand and discuss the special challenges facing Domestic and International Canadian companies in the context of Diversity Management</p>	<ul style="list-style-type: none"> • Lecture 4 • Group Case 2 • Office hour • Readings: Week 4:OT book Chapter4 106-134p Ares: . "Beyond the business case for Diversity in organizations" Employee Responsibility and Rights Journal • Bundle Inuit Culture • Virtual Coffee
<p>Week 5 Lecture 5 October 5th, 2022</p>	<p>Lecture 5: Recruitment and Selection Understand the strategic importance of Recruitment and Selection -Identify the appropriate recruitment and selection methods for different types of jobs and the measures for evaluating the effectiveness of the recruitment and selection process - Describe the different types of employment interviews</p>	<ul style="list-style-type: none"> • Lecture 5 • Due Case 2 • Office hour • Readings: Week 5: OT book, Recruitment, Chapter 5 145-169p. Selection Chapter 6 175- 204
<p>Week 6 Lecture 6 October 12th, 2022</p>	<p>Lecture 6: Performance Management Understand and reflect about the strategic importance of Performance.</p>	<ul style="list-style-type: none"> • Lecture 6 • Group Case 3 • Office Hour • Readings: Readings: OT Chapter 8 248-267p • Entry 2 CuPortfolio

	-Explain how talent management uses information about employee's performance and how this guide to employees compensation and advancement	
Week 7 October 19 th 2022	MIDTERM	<ul style="list-style-type: none"> • Case 3 Due • Office Hour • Individual Reflexion • Talk about how to write your CV
Week 8 Lecture 7 November 1st 2022	Lecture 7: Compensation and Benefits Management Compensation Management and its strategic importance in the organization. -Identify and explain the advantages and disadvantages of the different forms of Performance Evaluation and Compensation.	<ul style="list-style-type: none"> • Session 7 • Group Case 4 • Office Hour • Readings: Module 8 OT Chapter9 276-295p Chapter 10 305-318p Ares: "On the folly of rewarding A while hoping B". The Academy of Managerial Executive • Individual Reflexion due
Week 9 Lecture 8 November 9 th 2022	Lecture 8: Training and Development Explain the key purposes and differences between: onboarding, training and development. - Summarize the strategic importance of training and Development	<ul style="list-style-type: none"> • Lecture 8 • Virtual Coffee • Due Case 4 • Office Hour • Readings: Week 9: TB Chapter 7 214-241 Ares: "Strategic Training and Development" Harvard Business Review • Zoom Meeting with groups
Week 10 Lecture 9 November 16 th 2022	Lecture 9: Health and Safety Outline the major Canadian laws relating to H&S. -Explain the Health and Safety Management implications for human resource management -Discuss the impact of stress on employees in and out of the workplace.	<ul style="list-style-type: none"> • Lecture 9 • Office Hour • Reading: Week 10: OT Chapter 12 362- 387 Ares: "Executive women and the myth of having it all" Harvard Business Review "Bullying in the work place" • Zoom Meeting with groups

Week 11 Lecture 10 November 23 rd to 27 th	Lecture 10: Labour Relations Describe the importance of downward and upward communication in organizational settings. -Explain the different techniques to improve quality of work life. -Outline the major issues relating to downsizing the workforce and the strategic implications. - Suggest ways to build Union Management relationship	<ul style="list-style-type: none"> • Lecture 10 • Office Hour • Reading: Week 11: OT, Chapter 11 325-354p and Chapter 13 392-421p Ares: "Putting People First" The Academy of Management Executive • Zoom Meeting with groups
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Week 12 Session 12 November 30 th 2022	Session 12	<ul style="list-style-type: none"> • First Day Final Presentations • Office Hour
Week 13 December 7 th 2022	Session 13 Workshop Final Exam	<ul style="list-style-type: none"> • Second Day Final Presentations • Review for final exam • Office hour

EVALUATION:

Students will be evaluated through a variety of different assignments, each of which is designed to test their knowledge and strengthen their core skills in research, writing, and analysis. All the different tools used for the evaluation will be posted the in Brightspace. There will be some extra activities that will have some extra points for the students if they are willing to do them, they will be added to your group cases and your Final Project Presentations mark.

Assignment/Activity	Weight
Introduce Yourself	2%
Group Cases or Exercise (4%X4)	16%
Midterm Exam	15%
Final Project Presentation	12%
Final Project Written Report	25%
Final Exam	30%

II. POLICES AND PROCEDURES

- **Communication:** There are several ways for you to contact the Instructor. If you would like to write to me, please send an email and I will do my best to respond to your message within 24 hours. If you would like to speak with me, please schedule an individual meeting in Zoom. Here is are some official backgrounds for zoom meetings in case you need them:
<https://sprott.carleton.ca/students/sprott-virtual-swag/>
- **Reviewing Submitted Work:** If you have a concern with one of your grades for an assignment or activity, please write to your Instructor.
- **Late Policy:** Activities or assignments that are submitted after the due date will receive a penalty of 5% per day, including weekends. Ex: an assignment that is due on Friday but submitted on Monday will receive a penalty of 10%. Students who have a valid reason for submitting work late

must contact the TAs or the Instructor immediately.

- **Fair and Respectful Participation:** Students are encouraged to connect with their peers as much as possible. This communication must be conducted in a fair and respectful manner. There is a strict, zero tolerance policy for any disrespectful or intolerant behaviour in this course. We are all here to learn from each other!
- **Satisfactory In-term Performance**
The requirement for Satisfactory In-term Performance is set at 50% of all, not each, pre-final term work:
 - a) Group Cases
 - b) Midterm Exam
 - c) Final Exam
 - d) Final Project presentation and written report
- **Citations:**
Equally important you are being graded in part on the degree, depth and quality of your empirical research, demonstrated by citations to appropriate sources. A minimal number of citations points to inadequate research. Ensure that you cite every graph, table, report, quote, original idea or piece of information taken from somewhere else, to avoid plagiarism. When in doubt, cite, paying particular attention to correctly identify phrases as quotations with precise references to their source. To compile the list of works cited (bibliography or reference list) see the Library's guide APA of Chicago Style citations.

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:

a) 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

b) 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

c) 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

d) 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

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

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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Covid-19 Information:

- It is important to remember that COVID is still present in Ottawa. The situation can change at any time and the risks of new variants and outbreaks are very real. There are a number of actions you can take to lower your risk and the risk you pose to those around you including being vaccinated, wearing a mask, staying home when you're sick, washing your hands and maintaining proper respiratory and cough etiquette.
- Feeling sick? Remaining vigilant and not attending work or school when sick or with symptoms is critically important. If you feel ill or exhibit COVID-19 symptoms do not come to class or campus. If you feel ill or exhibit symptoms while on campus or in class, please leave campus immediately. In all situations, you must follow Carleton's symptom reporting protocols.
- Masks: Carleton has paused the COVID-19 Mask Policy, but continues to strongly recommend masking when indoors, particularly if physical distancing cannot be maintained. It may become necessary to quickly reinstate the mask requirement if pandemic circumstances were to change.
- Vaccines: Further, while proof of vaccination is no longer required as of May 1 to attend campus or in-person activity, it may become necessary for the University to bring back proof of vaccination requirements on short notice if the situation and public health advice changes. Students are strongly encouraged to get a full course of vaccination, including booster doses as soon as they are eligible, and submit their booster dose information in cuScreen as soon as possible. Please note that Carleton cannot guarantee that it will be able to offer virtual or hybrid learning options for those who are unable to attend the campus.
- All members of the Carleton community are required to follow requirements and guidelines regarding health and safety which may change from time to time. For the most recent information about Carleton's COVID-19 response and health and safety requirements please see the University's COVID-19 website and review the Frequently Asked Questions (FAQs). Should you have additional questions after reviewing, please contact covidinfo@carleton.ca.

Calendar Fall Term

2022

**Sep
9**

Fall term begins. Fall and fall/winter classes begin.

**Sep
18-20**

Full and late summer term deferred final examinations to be held.

**Sep
23**

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 2020 and must register for the fall 2020 term.

**Sep
30**

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.

**Oct
9**

December examination schedule (fall term final and fall/winter mid-terms) available online.

**Oct
12**

Statutory holiday. University closed.

**Oct
15**

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.

**Oct
26-30**

Fall break, no classes.

**Nov
13**

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.

**Nov
15**

Last day for receipt of applications for admission to an undergraduate degree program for the winter term.

**Nov
27**

Last day for summative tests or examinations - or for formative and/or practical tests or examinations totaling more than 15% of the final grade - before the official examinations period (see examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

**Dec
1**

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.

**Dec
11**

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 examinations 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.

**Dec
12-23**

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.

**Dec
23**

All take-home examinations are due on this day, 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.