



**Carleton**  
University

**Sprott**  
School of Business

**CARLETON UNIVERSITY**  
**SPROTT SCHOOL OF BUSINESS**  
**Introduction Human Resource Management**  
**BUSI 3102 A Early Summer 2024**

<b>Instructor</b>	<b>Vilma Coutino-Hill</b> <b>MSc. Organizational Change and Development, CHRP and CHRL</b>
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<b>DAY AND LOCATION:</b>	Mondays and Wednesdays 6:00 to 9:00 pm
<b>VIRTUAL OFFICE HOURS:</b>	Wednesday 7:00 to 8:00 pm or by appointment by zoom
<b>Phone number:</b>	613 6689085
<b>COURSE WEB PAGE:</b>	Brightspace
<b>MODALITY:</b>	Presential 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 the role of the professional personnel manager.

**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)

**REQUIRED TEXTBOOK AND MATERIALS**

Schwind, Uggerslev, Wagar & Fassima (2023). Canadian Human Resource Management: A Strategic Approach (13<sup>th</sup> Edition). McGraw-Hill: Toronto.

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**SUGGESTED ADDITIONAL READINGS:** Ares cuLearn



**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.
3. Effectively utilize their knowledge and analytical skills in the application of HRM through the successful resolution of quizzes, cases, a final project and a final exam.
4. Apply through a final project their understanding of the complex role of HRM in meeting the demands of individuals, organizations, and society.

**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>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				
<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>				
<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</i>				

<i>on analysis and evaluation.</i>				
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				
<b>BI5 Global Awareness (BIB ONLY)</b> <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 **twelve (7) weeks of instruction** in this course, and a total of **Ten (10) modules** that students will complete. Note: this means every week there will be **TWO (2)** modules to complete. Each module contains two **lectures, complementary videos**, a list of **readings**, per module. Throughout the course, the modules will be unlocked to allow the students to successfully complete their work. In addition to these twelve modules, students will participate in a variety of different activities and assignments in the classroom.

There are **four (4) group cases** during weeks 1,2,4 and 5, which will offer you a chance to question and critique the material that you are learning, a **Midterm exam** and a **Final exam** to be done at the end of the term.

There will be a final simulation exercise, that will be a Labour Relations Negotiation between two teams. Each negotiation room (possible 5 negotiation rooms), will have to reach an agreement during week seven at the end of the term.

**Required Readings and Videos:**

There are readings in this course that will complement the information given in the slides and the lectures every week. All required and supplementary readings will be available online through Carleton’s Ares reserve system.

## 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.** TB Text Book

WEEKS	MODULES	ACTIVITIES AND ASSIGNMENTS
<b>ONBOARDING</b>	<b>In this activity we will:</b> 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"> <li>Read the course outline and the information about the modules and activities</li> <li><b>Do the 'Introduce Yourself' activity</b></li> </ul>
<b>Week 1 Session 1 May 6th</b>	<b>Lecture 1: Introduction to HRM</b> -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"> <li>Lecture 1</li> <li>Presentation of the course</li> <li>Introduction</li> <li>Readings: Week 1:TB Chapter 1 1-27p</li> <li><b>Group Case 1</b></li> </ul>
<b>Week 1 Session 2 May 8th</b>	<b>Lecture 2: HR Planning</b> - Identify the way organizations manage people to create their objectives, the innovations and the accomplishments for which organizations are praised. - Apply the concepts and HR strategies in a specific case analysis to recognize the importance of the Organizational Strategy and the role of HRM.	<ul style="list-style-type: none"> <li>Lecture 2</li> <li>Office hour</li> <li>Readings:</li> <li>Week 2: TB Chapter 3 65-92p</li> <li>Ares: "Alignment of HR strategies and the impact on Business Performance" Harvard Business Review</li> <li><b>Group Case 1</b></li> </ul>
<b>Week 2 Session 3 May 13th</b>	<b>Lecture 3: Diversity Management, legal requirements.</b> Read and Explain the importance of Cultural Dimensions and Diversity management inside the Organizations and their impact in its Human Resources -To understand and	<ul style="list-style-type: none"> <li>Lecture 3</li> <li><b>Group Case 2</b></li> <li>Office hour</li> <li>Readings:</li> <li>Week 4:OT book Chapter4 106-134p</li> <li>Ares: . "Beyond the business case for Diversity in organizations" Employee Responsibility and</li> </ul>

	discuss the special challenges facing Indigenous cultures in Canada and the challenge of domestic and international Canadian companies in the context of Diversity Management	<i>Rights Journal</i> <ul style="list-style-type: none"> <li>• <i>Bundle Inuit Culture</i></li> </ul>
<b>Week 2 Session 4 May 15th</b>	<b>Lecture 4: Job Analysis and Design</b> <i>Summarize the importance of Job analysis, Job Specification and Job Description in the work environment</i>	<ul style="list-style-type: none"> <li>• Lecture 4</li> <li>• Office hour</li> <li>• Readings: TB Chapter 2 37-57p Ares: "How to keep your top talent" Harvard Business Review.</li> <li>• <b>Group Case 2</b></li> </ul>
<b>Week 3 Session 5 May 22<sup>nd</sup></b>	<b>Lecture 5: Recruitment and Selection</b> 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	<ul style="list-style-type: none"> <li>• Lecture 5</li> <li>• Office Hour</li> <li>• Readings: Readings: OT Chapter 8 248-267p</li> <li>• Office hour</li> <li>• Readings: Week 5: OT book, Recruitment, Chapter 5 145-169p. Selection Chapter 6 175- 204</li> <li>• <b>Group Case 2 due</b></li> <li>• Talk about how to write your CV</li> </ul>
<b>Week 4 Midterm May 27th</b>	<b>MIDTERM</b>	
<b>Week 4 Session 6 May 29th</b>	<b>Lecture 6: Performance Management</b> Understand and reflect about the strategic importance of Performance. -Explain how talent management uses information about employee's performance and how this guide to employees compensation and advancement	<ul style="list-style-type: none"> <li>• Office Hour</li> <li>• <b>Group Case 3</b></li> </ul>
<b>Week 5</b>	<b>Lecture 7:</b>	<ul style="list-style-type: none"> <li>• Session 7</li> </ul>

<p><b>Session 7</b> June 3<sup>rd</sup></p>	<p><b>Compensation and Benefits Management</b> 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.</p>	<ul style="list-style-type: none"> <li>• Office Hour</li> <li>• 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</li> <li>• <b>Group Case 3 due</b></li> </ul>
<p><b>Week 5</b> <b>Session 8</b> June 5<sup>th</sup></p>	<p><b>Lecture 8: Training and Development</b> Explain the key purposes and differences between: onboarding, training and development. - Summarize the strategic importance of training and Development</p>	<ul style="list-style-type: none"> <li>• Lecture 8</li> <li>• <b>Group Case 4</b></li> <li>• Office Hour</li> <li>• Readings: Week 9: TB Chapter 7 214-241 Chapter 12 362- 387 Ares: “Strategic Training and Development” Harvard Business Review</li> </ul>
<p><b>Week 6</b> <b>Session 9</b> June 10<sup>th</sup></p>	<p><b>Lecture 9: Health and Safety and Stress Management</b> Outline the major Canadian laws relating to H&amp;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</p>	<ul style="list-style-type: none"> <li>• Lecture 9</li> <li>• Office Hour</li> <li>• Reading: Ares: “Executive women and the myth of having it all” Harvard Business Review “Bullying in the work place” : “Putting People First” The Academy of Management Executive TB, Chapter: 11 325-354p and Chapter 13 392-421p</li> <li>• <b>Group Case 4 due</b></li> </ul>
<p><b>Week 6</b> <b>Session 10</b> June 12<sup>th</sup></p>	<p><b>Labour Relations</b> <b>Lecture 10: Labour Relations</b> Describe the importance of downward and upward communication in organizational settings. -Explain the different</p>	<ul style="list-style-type: none"> <li>• Lecture 10</li> <li>• Office Hour</li> <li>• Reading: Ares: “Executive women and the myth of having it all” Harvard Business Review “Bullying in the work place” : “Putting People First” The Academy of Management Executive</li> </ul>

	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	TB, Chapter: 11 325-354p and Chapter 13 392-421p  •
<b>Week 7 June 17<sup>th</sup></b>	<b>Labour Relations Group Negotiations</b>	• Office Hour • Presential Group Negotiations
<b>Week 7 Final Exam June 21</b>	<b>Final Exam</b>	

### 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, analysis and negotiation. All the different tools and guidelines used for the evaluation will be posted the in Brightspace Onboarding section.

<u>Assignment/Activity</u>	<u>Weight</u>
Introduce Yourself	2%
Midterm Exam	20%
Group Cases or Exercise (8%X4)	32%
Simulation Exercise	6%
Final Exam	30%
Attendance	10%

## 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.

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- **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, term work:

- a) Midterm Exam
- b) Final Exam
- c) Group Cases

- **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.

## **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**

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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](http://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](http://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](http://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:

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[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](https://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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SUMMER  
TERM 2024

March 1, 2024 Last day for receipt of applications for admission to an undergraduate degree program for the summer term.

April 29, 2024 Deadline for course outlines to be made available to students registered in early summer and full summer courses.

May 1, 2024 Last day for receipt of applications for undergraduate degree program transfers for the summer term.

May 6, 2024 Summer term begins. Early summer and full summer classes begin.

May 10, 2024 Last day for registration and course changes (including auditing) in early summer 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 spring 2024 and must register for the summer 2024 term.

May 17, 2024 Last day for registration and course changes (including auditing) in full summer courses.

Last day to withdraw from early summer courses with a full fee adjustment.

May 17-29, 2024 Full winter, late winter, and fall/winter term deferred final examinations will be held.

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May 20, 2024	Statutory holiday. University closed.
May 31, 2024	Last day to withdraw from full summer courses with a full fee adjustment.
June 1, 2024	Last day for academic withdrawal from early summer courses.
	Last day to request Formal Examination Accommodations for June examinations from the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specific deadlines.
June 11, 2024	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade in early summer term undergraduate courses before the official examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).
June 18, 2024	Last day of early summer classes. (NOTE: full summer classes resume July 2.)
	Last day for take-home examinations to be assigned, with the exception of those conforming to the examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.
	Last day that can be specified by a course instructor as a due date for term work for early summer courses.
June 19-20, 2024	No classes or examinations take place.
June 21-27, 2024	Final examinations in early summer courses and mid-term examinations in full summer courses will be held. Examinations are normally held all seven days of the week.