



CARLETON UNIVERSITY
SPROTT SCHOOL OF BUSINESS
Introduction Human Resource Management
BUSI 3102 A
Fall 2024

Instructor	Vilma Coutino-Hill MSc. Organizational Change and Development, CHRP and CHRL
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DAY AND LOCATION:	Thrusdays 2:35 to 5:30 pm, NI 3030
VIRTUAL OFFICE HOURS:	Fridays 8:00 to 9:00 pm or by appointment
Phone number:	613 6689085
COURSE WEB PAGE:	Brightspace
MODALITY:	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 (13th Edition). McGraw-Hill: Toronto.




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 cases, midterm exam, a final project written report and presentation, and 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
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</i>				

<i>evaluation.</i>				
BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				
B15 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 **twelve (12) weeks of instruction** in this course, and a total of **Ten (10) modules** that students will complete. Note: this means most of the weeks contain ONE or two modules to complete. Each module contains the **lecture with complementary videos**, a list of **readings**, per week. 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 and out of the classroom.

There is an initial online activity to **‘Introduce Yourself’** with the rest of the classroom. There are **four (3) team cases** during weeks 2,3,4,5,6,7. There is **(1) reflection**, 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.

Finally, students of this course will have to do a Final Team project about how a real Canadian 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 two entries in cuPortfolio. First entry will be a the literature review of the company in regard to the function of HR chosen. You will be posting your literature review and the information about the company you chose. In entry 2 you will be posting the information about the organizational strategy and the HR strategy of the company in relation to the topic chosen. In Part 2 the group will have to convert your rough draft from the cuPortfolio into a **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). The final project will have a formal presentation in front of a guest panel of professionals in the area that will evaluate the presentation of the groups.

Required Readings and Videos:

There is a textbook for 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.

All required videos will be made available within each module. All the reading material used for the course, 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.** TB 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"> • 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
Week 1 Lecture 1 September 5th	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:TB Chapter 1 1-27p
Week 2 Lecture 2 September 12th	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 which organizations are praised. - Apply the concepts and HR strategies in an specific case analysis to recognize the importance of the Organizational Strategy and the role of HRM.	<ul style="list-style-type: none"> • Lecture 2 • Group Case 1. • Office hour • Readings: • Week 2: TB Chapter 3 • 65-92p • Ares: "Alignment of HR strategies and the impact on Business Performance" Harvard Business Review
Week 3	Lecture 3: Job Analysis	<ul style="list-style-type: none"> • Lecture 3

<p>Lecture 3 September 19th to 22nd</p>	<p>and Design Summarize the importance of Job analysis, Job Specification and Job Description in the work environment</p>	<ul style="list-style-type: none"> • Office hour • Readings: TB Chapter2 37-57p Ares: "How to keep your top talent" Harvard Business Review. • Due Case 1 (Sunday, September 22th 11:59 pm) • Entry 1 cuPortfolio
<p>Week 4 Lecture 4 September 26th</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 • Individual Reflection
<p>Week 5 Lecture 5 October 3rd</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 (Sunday, October 6th, 11:59 pm) • Office Hour • Readings: Readings: OT Chapter 8 248-267p • Office hour • Readings: Week 5: OT book, Recruitment, Chapter 5 145-169p. Selection Chapter 6 175- 204
<p>Week 6 October 10th Lecture 6</p>	<p>Lecture 6: Performance Management Understand and reflect about the strategic importance of</p>	<ul style="list-style-type: none"> • Case 3 • Office Hour • Individual Reflexion • Talk about how to write your CV • Individual Reflexion and Extra

	<p>Performance. -Explain how talent management uses information about employee's performance and how this guide to employees compensation and advancement</p>	<p>group Case with the Inuit business due Thursday , October 31st 11:59 pm.</p> <ul style="list-style-type: none"> • (Entry 1 due day Saturday, October 12th, 11:59 pm)
<p>Week 7 Midterm October 17th</p>	<p>MIDTERM</p>	<p>Due Day Entry 2 CuPortfolio Friday October 18th at 11:59 pm</p>
<p>Week 8 Lecture 7 October 31st</p>	<p>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.</p>	<ul style="list-style-type: none"> • Session 7 • 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 • Zoom Meeting with groups • Due Case 3 (Sunday , November 3rd , 11:59 pm)
<p>Week 9 Lecture 8 November 7th</p>	<p>Lecture 8: Training and Development Explain the key purposes and differences between: onboarding, training and development. - Summarize the strategic importance of training and Development 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.</p>	<ul style="list-style-type: none"> • Lecture 8 • Office Hour • Readings: Week 9: TB Chapter 7 214-241 Chapter 12 362- 387 Ares: "Strategic Training and Development" Harvard Business Review • Zoom Meeting with groups • (Entry 2 due day Saturday 9th, November 10th 11:59 pm) • Due day Case 4, Saturday November 9th , 11:59 pm

Week 10 Lecture 9 November 14th	Lecture 9: 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 9 • Office Hour • 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 • Zoom Meeting with groups
Week 11 November 21st	First Day of Presentations	<ul style="list-style-type: none"> • Office Hour • First Day Final Presentations • Final Written Reports due for all the groups
Week 12 Session 11 November 28th	Second Day of Presentations	<ul style="list-style-type: none"> • Office Hour • Second Day Final Presentations • Peer Evaluations
Week 13th December 5th	Workshop Final Exam	<ul style="list-style-type: none"> • 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 and guidelines used for the evaluation will be posted the in Brightspace Onboarding section. 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.

<u>Assignment/Activity</u>	<u>Weight</u>
Introduce Yourself	1%
Midterm Exam	16%
Group Cases or Exercise (7%X3)	16%
Reflection	2%
CuPortfolio Final Project: entry 1: 2%, and entry 2: 2%	8%
Final Written report	10%
Final Project Presentation	22%
Final Exam	25%

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) Quizzes and Cases
- b) Final Exam
- c) CuPortfolio Project and Final Project

- **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

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy Accommodation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more



details, visit the Equity Services website: carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at bcom@sprott.carleton.ca or at bib@sprott.carleton.ca.

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

FALL TERM 2024

August 28, 2024	Deadline for course outlines to be made available to students registered in full fall, early fall, and fall/winter courses.
August 30, 2024	Last day for receipt of applications from potential fall (November) graduates.
September 2, 2024	Statutory holiday. University closed.
September 3, 2024	Academic orientation (undergraduate and graduate students).
	Orientation for new Teaching Assistants.

All new students are expected to be on campus. Class and laboratory preparations, departmental introductions for students, and other academic preparation activities will be held.

September 4, 2024	Fall term begins. Full fall, early fall, and fall/winter classes begin.
September 10, 2024	Last day for registration and course changes (including auditing) in early fall courses.
September 17, 2024	Last day for registration and course changes (including auditing) in full fall, late fall, and fall/winter courses.
	Last day to withdraw from early fall courses with a full fee adjustment.
	Graduate students who have not electronically submitted their final thesis copy to Graduate Studies will not be eligible to graduate in fall 2024 and must register for the fall 2024 term.
September 20-22, 2024	Full summer and late summer term deferred final examinations will be held.
September 30, 2024	Last day to withdraw from full fall and fall/winter courses with a full fee adjustment.
October 1, 2024	Last day for academic withdrawal from early fall courses.
	Last day to request Formal Examination Accommodations for Oct/Nov final examinations from the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.
October 11, 2024	Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in early fall term undergraduate courses, before the official Oct/Nov final examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

	December examination schedule (fall term final and fall/winter mid-terms) available online.
October 14, 2024	Statutory holiday. University closed.
October 15, 2024	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.
October 18, 2024	Last day of early fall classes.
	Last day for final take-home examinations to be assigned in early fall courses, 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 fall courses.
October 21, 2024	Deadline for course outlines to be made available to students registered in late fall courses.
October 21-25, 2024	Fall break, no classes.
October 26-27, November 2-3, 2024	Final examinations in early fall undergraduate courses will be held.
October 28, 2024	Late fall classes begin.
November 8, 2024	Last day to withdraw from late fall term courses with a full fee adjustment.
November 15, 2024	Last day for academic withdrawal from full fall and late fall courses.
	Last day to request Formal Examination Accommodations for December full fall and late fall examinations and fall/winter midterm examinations from the Paul

Menton Centre for Students with Disabilities. Note that it may not be possible to fulfil accommodation requests received after the specified deadlines.

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

November 15-17,
2024

Early fall undergraduate deferred final examinations will be held.

November 22, 2024

Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in full fall term or fall/winter undergraduate courses, before the official December final examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

November 29, 2024

Last day for graduate students to submit their supervisor-approved thesis, in examinable form to the department.

Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in late fall term undergraduate courses, before the official final examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

November 30, 2024

Last day for receipt of applications from potential winter (February) graduates.

December 6, 2024

Fall term ends.

Last day of full fall and late fall classes.

Classes follow a Monday schedule.

Last day for final 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 an instructor as a due date for term work for full and late fall courses.

Last day for receipt of applications for undergraduate degree program transfers for winter term.

December 7-8, 2024 No classes or examinations take place.

December 9-21, 2024 Final examinations in full fall and late fall courses and mid-term examinations in fall/winter courses will be held. Examinations are normally held all seven days of the week.

December 21, 2024 All final take-home examinations are due on this day, 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.

December 24, 2024
at noon through
January 2, 2025
inclusive University closed.