Commerce 2BC3
Human Resource Management and Labour Relations
Summer 2012 Course Outline

Human Resources and Management Area
DeGroote School of Business
McMaster University

**Course Objective**

The central objective of this course is designed to: (1) facilitate students’ learning of key principles and concepts of Human Resource Management (HRM) and Labour Relations, (2) contribute to the development of students’ skills related to HRM, and (3) provide students with the opportunity to apply knowledge and skills related to HRM.

**Instructor and Contact Information**

Section 1: Mon/Wed 9-12
Dr. Haniyeh Yousofpour
Instructor
yousofh@mcmaster.ca
Office: RJC 254
Office Hours: Mon/Wed 1-2
Tel: (905) 525-9140 x27430
Class Location: DSB/AB102

Farimah Hakem Zadeh
TA
hakemzf@mcmaster.ca
Office: DSB 218
Office Hours: by appointment
Tel: (905) 525-9140 x26181

**Course Elements**

Credit Value: 3
Leadership: Yes
Avenue: Yes
IT skills: No
Global view: Yes
Ethics: No
Numeracy: Yes
Written skills: No
Participation: Yes
Innovation: Yes
Oral skills: Yes
Evidence-based: Yes
Experiential: No
Final Exam: No
Guest speaker(s): Yes

www.degroote.mcmaster.ca
COURSE DESCRIPTION

TEACHING METHODS
The teaching methods in this course include lectures, class discussions, exercises, simulations, and case studies. This multiplicity of methods allows students to:

1. Test their understanding of theories and concepts presented in the readings.
2. Use theories and concepts to analyze and solve actual problems in organizations.
3. Develop skills in communicating ideas, in developing and presenting arguments, in listening to and understanding others, and in challenging others’ views in a way that advances everyone’s understanding.
4. Learn to think independently, since each student must choose the theories or conceptual frameworks that best fit with the issues and problems in the case at hand.

In this course, the role of the professor includes lecturing, but will more often tend toward stimulating and guiding student discussion. I will review theoretical concepts, but will also ask questions and encourage you to present, and support, different points of view in discussion.

COURSE EXPECTATIONS
In this course, much of your time will be spent in group interaction. This enables you to share ideas and to improve communication skills. Through interaction, you will discover for yourself the meaning of concepts, the subtleties inherent in everyday business situations, and the rationales for various solutions to managerial problems. To achieve effective interaction, I have three expectations:

1. Attendance. Because interaction is central, and also because your fellow group members will be relying on you for ideas, I expect you to attend every class. Valid reasons for absence include serious illness and family emergencies. Studying for exams and completing assignments are not valid reasons to miss class.

2. Preparation. You are expected to read assigned material in advance and to be fully prepared for class discussion. You may be called upon to begin the class and to contribute to discussion at any time. Unsupported opinion will not substitute for informed discussion. Adequate preparation is the only way to avoid embarrassment.

3. Group work. Groups will be created in the second week of classes. The group should address group problems or conflict in a timely fashion. I am available to assist groups who experience problems.

LEARNING OUTCOMES
As a result of this course, I hope you will:

(1) Learn the key principles and concepts of Human Resource Management (HRM) and Labour Relations;
(2) Appreciate the contribution of HRM to organizational effectiveness;

(3) Be exposed to evidence-based HRM – that is, what research in HRM, organizational behaviour and related fields teach about how to effectively manage people in organizations;

(4) Learn how individual character strengths (and weaknesses) contribute to (in) effective management of people in organizations;

(5) Have the opportunity to apply knowledge and develop skills related to HRM via self assessment and reflection, peer interactions, and class activities and discussion;

(6) Contribute to a dynamic classroom learning environment by identifying, creating, and engaging in activities that help the class to learn.

**ENGAGING IN ACTIVITIES THAT HELP THE CLASS TO LEARN.**

<table>
<thead>
<tr>
<th>REQUIRED COURSE MATERIALS AND READINGS</th>
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**EVALUATION**

**Components and Weights**

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Group based in class assignments-15% each</th>
<th>30%</th>
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</thead>
<tbody>
<tr>
<td>Midterm</td>
<td></td>
<td>35%</td>
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<tr>
<td>Final Exam</td>
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<td><strong>Total</strong></td>
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NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:


**Grade Conversion**
At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.
... please note that the Commerce grade conversion is ...

<table>
<thead>
<tr>
<th>LETTER GRADE</th>
<th>PERCENT</th>
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<tr>
<td>A+</td>
<td>90 - 100</td>
<td>C+</td>
<td>67 - 69</td>
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<td>B+</td>
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<td>B</td>
<td>73 - 76</td>
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<td>53 - 56</td>
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<td>B-</td>
<td>70 - 72</td>
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<td>50 - 52</td>
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... please note that MBA grade conversion is ...

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<td>B+</td>
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<td>B</td>
<td>70 - 74</td>
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<tr>
<td>B-</td>
<td>65 - 69</td>
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**Communication and Feedback**

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

http://www.degroote.mcmaster.ca/curr/emailchairs.aspx

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors should conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

Students who wish to have a course component re-evaluated must complete the following form:

http://www.mcmaster.ca/policy/Students-AcademicStudies/Form_A.pdf

In order for the component to be re-read:
- the component must be worth 10% or more of the final grade in the course
- students pay a fee of $50 in Gilmour Hall #209 (receipt is then brought to APO)
- the Area Chair will seek out an independent adjudicator to re-grade the component
- an adjustment to the grade for the component will be made if a grade change of three points or greater on the 12 point scale (equivalent to 10 marks out of 100) has been suggested by the adjudicator as assigned by the Area Chair
- if a grade change is made, the student fee will be refunded

**In-Class Group Assignments (30%)**
The in-class group assignments will occur during normally scheduled class time. The group will be given specific questions, usually drawn from the textbook, and will be given approximately one hour to respond, in writing, to the assigned problem. There will be 2 assignments each worth 15%. The group grade will be shared equally by the group, unless group members decide otherwise.

**Midterm Exam (35%)**
The midterm exam will be composed entirely of multiple choice questions. More details will be provided closer to the exam.

**Final Exam (35%)**
The final exam will be the same format as the midterm exam and will cover course material after the midterm. More details will be provided as we get closer to the end of the semester.

**ACADEMIC DISHONESTY**

It is the student’s responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:


This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

[http://www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity)

**REQUESTING RELIEF FOR MISSED ACADEMIC WORK**

1. Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following two ways:
a) for absences from classes lasting up to five (5) days; or
b) for absences from classes lasting more than five (5) days.

a) For absences from classes lasting up to five (5) days
Students must use the MSAF (McMaster Student Absence Form). This is an on-line, self-reporting tool, for which submission of medical or other types of supporting documentation is normally not required. Students may use this tool to submit a maximum of one (1) request for relief of missed academic work per term as long as the weighting of the component is worth 29% of the final grade or less. Students must follow up with their course instructors regarding the nature of the relief within two days of submitting the form. Failure to do so may negate the opportunity for relief. It is the prerogative of the instructor of the course to determine the appropriate relief for missed term work in his/her course.

If the value of the component is worth 30% or more, students must report to the APO to discuss their situation and will be required to provide appropriate supporting documentation.

b) For absences from classes lasting more than five (5) days
Students cannot use the MSAF. They MUST report to the APO to discuss their situation and will be required to provide appropriate supporting documentation.

2. Students who wish to submit more than one request for relief of missed academic work per term cannot use the MSAF. They must report to the APO and discuss their situation with an academic advisor. They will be required to provide supporting documentation and meet with the Director.

3. The MSAF cannot be used during any final examination period.

4. Students who require accommodations to meet a religious obligation or to celebrate an important religious holiday must make their requests in writing within three weeks of the start of term to the APO.

5. Students seeking relief due to: work-related (for part-time students only) commitments; representing the university at an academic or varsity athletic event; and/or conflicts between two (or more) overlapping scheduled midterm exams, have the option of applying for special exam arrangements. Such requests must be made to the APO at least ten (10) working days before the scheduled exam along with acceptable documentation. There will be only one common sitting for the special exam. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the APO.

**STUDENT ACCESSIBILITY SERVICES**

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor.
The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

**CERTIFIED HUMAN RESOURCE PROFESSIONAL (CHRP)**

This course can be used as one of the course requirements for obtaining the Certified Human Resource Professional (CHRP) designation. CHRP is the professional designation offered by The Human Resources Professionals Association. The courses offered in the DeGroote Commerce program that contribute to CHRP requirements are: 2BA3 Organizational Behaviour, 2BC3 Human Resource Management and Labour Relations, 4BB3 Personnel Selection, 4BC3 Collective Bargaining, 4BE3 Compensation/Reward Systems, 4BI3 Training and Development, 4BL3 Occupational Health and Safety, 4BM3 Strategic Human Resource Planning, 2AA3 Financial Accounting I, 2AB3 Managerial Accounting I.

### Course Schedule
#### Commerce 3BC3
#### Human Resource Management and Labour Relations
#### Summer 2012 Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Monday</th>
<th>Wednesday</th>
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<tbody>
<tr>
<td>1</td>
<td>June 18 &amp; 20</td>
<td>Course Overview</td>
<td>Ch 2: Strategic HRM &amp; Planning</td>
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<tr>
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<td>Ch 1: Intro to HRM</td>
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<td>2</td>
<td>June 25 &amp; 27</td>
<td>Ch 3: Legal Environment</td>
<td>Ch 5: Recruitment</td>
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<td>Ch 4: Job Design &amp; Job Analysis</td>
<td>Ch 6: Selection</td>
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<td>In class Assignment #1</td>
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<td>(Based on Ch 1-6)</td>
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<tr>
<td>3</td>
<td>July 4</td>
<td>NO CLASS</td>
<td>Ch 7 &amp; 8: Training and Talent Management</td>
</tr>
<tr>
<td>4</td>
<td>July 9 &amp; 11</td>
<td>Ch 9: Performance Management</td>
<td>In Class Midterm</td>
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<td>EXAM REVIEW</td>
<td>(Ch 1-8)</td>
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<tr>
<td>5</td>
<td>July 16 &amp; 18</td>
<td>Ch 10 &amp; 11: Compensation</td>
<td>Ch12: Benefits</td>
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<tr>
<td>6</td>
<td>July 23 &amp; 25</td>
<td>Ch 13: Health and Safety</td>
<td>Ch 14: Employee Rights and Discipline</td>
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<td>In Class Assignment #2</td>
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<tr>
<td>7</td>
<td>July 30 and</td>
<td>Ch 15: Labour Relations</td>
<td>In Class Final Exam</td>
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<td></td>
<td>Aug 1</td>
<td>EXAM REVIEW</td>
<td>(Ch 9-15)</td>
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