Commerce 2BC3  
Human Resource Management and Labour Relations  
Winter 2015 Course Outline – Sections C05 C06  
Instructor: Dr. Aaron Schat  

Human Resources and Management Area  
DeGroote School of Business  
McMaster University  

**Course Objectives**  
As a core course in the Commerce program, this course is designed to: (1) facilitate students’ learning of key principles and concepts of Human Resource Management (HRM) and Labour Relations; (2) develop students’ awareness of the skills and tools needed for HRM decisions; and (3) provide students with the opportunity to apply knowledge and skills related to HRM.  

**Instructor and Contact Information**  

<table>
<thead>
<tr>
<th>Section C05</th>
<th>Section C06</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location:</strong> KTH/B135</td>
<td><strong>Location:</strong> KTH/B135</td>
</tr>
<tr>
<td><strong>Dr. Aaron Schat</strong></td>
<td><strong>Course TAs</strong></td>
</tr>
<tr>
<td>Instructor</td>
<td>C05: Elly Zeng - <a href="mailto:zengz6@mcmaster.ca">zengz6@mcmaster.ca</a></td>
</tr>
<tr>
<td>Email: <a href="mailto:schata@mcmaster.ca">schata@mcmaster.ca</a></td>
<td>C06: Stewart Grunwell - <a href="mailto:grunwesg@mcmaster.ca">grunwesg@mcmaster.ca</a></td>
</tr>
<tr>
<td>Office: DSB/417</td>
<td></td>
</tr>
<tr>
<td>Tel: (905) 525-9140 x23946</td>
<td></td>
</tr>
<tr>
<td>Office Hours: Tues.3:30-4:30 PM or by appointment</td>
<td></td>
</tr>
</tbody>
</table>

**Course TAs**  
C05: Elly Zeng - zengz6@mcmaster.ca  
C06: Stewart Grunwell - grunwesg@mcmaster.ca  

**Course Elements**  

<table>
<thead>
<tr>
<th>Credit Value: 3</th>
<th>Leadership: Yes</th>
<th>IT skills: No</th>
<th>Global view: Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Avenue: Yes</td>
<td>Ethics: Yes</td>
<td>Numeracy: No</td>
<td>Written skills: Yes</td>
</tr>
<tr>
<td>Participation: Yes</td>
<td>Innovation: Yes</td>
<td>Group work: Yes</td>
<td>Oral skills: No</td>
</tr>
<tr>
<td>Evidence-based: Yes</td>
<td>Experiential: Yes</td>
<td>Final Exam: Yes</td>
<td>Guest speaker(s): No</td>
</tr>
</tbody>
</table>

www.ddegroote.mcmaster.ca
COURSE DESCRIPTION

This course provides knowledge of the key aspects of managing human resources in organizations, emphasizing the link between human resource policies and practices and organizational strategy. Topics include job design and job analysis, staffing, the legal environment, training and development, performance appraisal, compensation, health and safety, and labour relations.

LEARNING OUTCOMES

Students in this course 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;
4. Develop awareness of one’s own individual attributes and their implications for working with and managing other 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;

These objectives will be accomplished through lectures, presentations, videos, in-class exercises, discussions, and student contributions.

REQUIRED COURSE MATERIALS AND READINGS


E-book: You also have the option of purchasing access to an e-book version of this text (Price subject to change). $89.00 (CDN)

Other materials: Additional readings and materials will be assigning during the semester, at the discretion of the instructor.

Avenue to Learn registration for course content, readings and case materials $ FREE

http://avenue.mcmaster.ca/

Note: Announcements, updates, and scheduling changes will be posted to the course website so be sure to check website regularly.
NOTE REGARDING ASSIGNED READINGS:
It is your responsibility to ensure that you read the assigned material (text chapters, readings) and do assigned preparation (discussion questions, self-assessments, exercises, case studies) before class. Class lectures and activities will assume that the assigned material has been read/prepared – this will allow more interesting discussion of the topics and issues. Lectures will highlight and supplement assigned readings. Examinations (midterm and final) will assume an in-depth knowledge of the subject gained through regular application of effort to a variety of learning activities. Studying only the material contained in the powerpoint slides will not be sufficient for the exams in this course.

EVALUATION

Learning in this course results from attending to text and class material and participating in discussions, assignments, and other course activities. Your grade will consist of evaluations of both individual and group work, as indicated in the table below. For group assignments, individual group members will receive the group grade, although adjustment may be made if there is evidence that an individual’s contribution was inadequate.

Components and Weights

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Major Assignment</td>
<td>25%</td>
</tr>
<tr>
<td>- Interim Submission (10%)</td>
<td></td>
</tr>
<tr>
<td>- Final Report (15%)</td>
<td></td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>35%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>40%</td>
</tr>
</tbody>
</table>

Major Assignment (25% -- Interim Submission = 10%. Final Submission = 15%):

Each student will complete one of three major assignments, each of which will require ongoing work throughout the semester, an interim submission, and the final submission. The assignment will require strong demonstration of course knowledge and skill in application of knowledge to specific situations. Once the interim submission has been completed, you must continue with that assignment option. Please note that this assignment has restricted eligibility for MSAF. Students who use MSAF for any component of this assignment due to illness, etc. may be granted an extension for that component, but all students will still be required to submit both the interim submission and final assignment.

Option 1: Reflection on Past/Current Employment through the Lens of HR (individual)

Working alone, you will analyze a paid job that you have had in the past, or currently have, and will use course content to critique the HRM methods/practices used by the employer for that job (e.g. recruitment methods, interview experiences, training programs,). The interim submission of
this assignment will also require you to conduct and provide a written report of a job analysis on the target job. More information about this assignment will be provided on Avenue to Learn. Please note that you may be required to provide verification of current/past employment in this job/organization.

**Option 2: Reflection on an Interesting Job through the Lens of HR (individual or pair)**

Working alone or with one partner, you will apply HR knowledge to analyze a particular job and make recommendations to the organization (in which that job resides) about the HRM methods/practices that could be used to optimize the outcomes of that job (for the individual in the job and for the organization). This can be a job that you are interested in pursuing, one held by a friend/relative, or a job that you find particularly unique, fascinating or even undesirable (e.g., a “dirty job”). The components of this assignment are very similar to those of the assignment option above, but instead of focusing on a job you have held, you will focus on a different job. For the interim submission of this assignment, you will be required to conduct and provide a written report of a job analysis on the target job. More information about this assignment will be provided on Avenue to Learn.

**Option 3: Research Paper on an HR Issue/Question (individual or pair)**

Working alone or with one partner, you will choose one topic (from a list of potential topics provided by your instructor) and will research it using McMaster library databases to find out a) what is known about the issue, b) what are the positions of various stakeholders on this issue/question (HR experts, government, labour unions, and so on); and 3) what evidence-based recommendations you would make to organizations regarding this issue. It is essential that relevant research from peer-reviewed journals be used. The interim submission will be an annotated bibliography and the final deliverable will be a full paper. More information about this assignment will be provided on Avenue to Learn.

**Note:** For students working with a partner, the pair cannot be changed mid-semester, and both students involved in the work will receive the same grade. Students are encouraged to form partnerships that include members from different academic programs rather than staying within your own program of study, in order to broaden the perspectives and knowledge base available.

**Due Date for Interim Submission – Monday, February 9.**
**Due Date for Final Report – Monday, March 30.**

**Mid-term Exam (35%)**

The mid-term exam is tentatively scheduled for **Friday, February 27 @ 7 PM.** The location(s) of the mid-term will be announced in class as this date approaches. The mid-term will be composed of multiple choice questions that will likely test content from Chapters 1 - 5 and assigned readings (regardless of whether the material has been covered in class), as well as material from actual class lectures, discussions and/or exercises. All sections of COM 2BC3 will write the midterm at the same time. The content of the midterm exam will be similar for the various sections, but because there may be some instructor-specific content, you must write the
exam of the section you are registered in. More details will be announced in class. Please see the policy later in this course outline in regards to Requesting Relief For Missed Academic Work if you know you will be unavailable for the midterm or if you planned to write it but missed it.

**Final Exam (40%)**
The final exam will take place during the April examination period and will be scheduled by the Registrar's Office. Similar to the midterm, the format will be multiple choice, based on scheduled readings and class discussions. All sections of COM 2BC3 will write the final exam at the same time. The content of the final exam will be similar for the various sections, but because there may be some instructor-specific content, you must write the exam of the section you are registered in. For those who write the midterm exam, the final exam will not be cumulative (i.e., will be based on material since the midterm exam). For those who do not write the midterm exam, and who receive approval for accommodation, the final exam may be cumulative at the discretion of the instructor. More information about the final exam will be provided later in the course.

**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.

<table>
<thead>
<tr>
<th>LETTER GRADE</th>
<th>PERCENT</th>
<th>LETTER GRADE</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>90 - 100</td>
<td>C+</td>
<td>67 - 69</td>
</tr>
<tr>
<td>A</td>
<td>85 - 89</td>
<td>C</td>
<td>63 - 66</td>
</tr>
<tr>
<td>A-</td>
<td>80 - 84</td>
<td>C-</td>
<td>60 - 62</td>
</tr>
<tr>
<td>B+</td>
<td>77 - 79</td>
<td>D+</td>
<td>57 - 59</td>
</tr>
<tr>
<td>B</td>
<td>73 - 76</td>
<td>D</td>
<td>53 - 56</td>
</tr>
<tr>
<td>B-</td>
<td>70 - 72</td>
<td>D-</td>
<td>50 - 52</td>
</tr>
<tr>
<td></td>
<td></td>
<td>F</td>
<td>00 - 49</td>
</tr>
</tbody>
</table>

**Communication and Feedback**
Students who are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential email to the Associate Dean (adbusac@mcmaster.ca).

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 Area Administrative Assistants.

Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

Instructors may conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.
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

**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:

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

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

In this course we will be using Turnitin.com which is a plagiarism detection service. Students will be expected to submit their work electronically to Turnitin.com so that it can be checked against the internet, published works and Turnitin’s database for similar or identical work. If a student refuses to submit his or her work to Turnitin.com, he or she cannot be compelled to do so and should not be penalized. Instructors are advised to accept a hard copy of the assignment and grade it as per normal methods. The assignment can be subjected to a Google search or some other kind of search engine if the instructor wishes. To see guidelines for the use of Turnitin.com, please go to:

http://www.mcmaster.ca/academicintegrity/turnitin/students/index.html
REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course component in the following ways:

a) for absences from classes lasting up to five (5) days; or
b) for absences from classes lasting more than five (5) days.

c) for conflicts arising from Faculty Office approved events

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 their Faculty Office (the APO for Commerce students) 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 their Faculty Office (the APO for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

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 possibly meet with the Manager.

c) For conflicts arising from Faculty Office approved events

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Please see the DeGroote Missed Course Work Policy for a list of conflicts that qualify for academic accommodation

http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/

Such requests must be made to the Academic Programs Office at least ten (10) working days before the scheduled exam along with acceptable documentation.
Non-Commerce students must submit their documentation to their own Faculty Office and then alert the Academic Programs Office of their interest in an alternate sitting of the midterm.

Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the Academic Programs Office.

The MSAF cannot be used during any final examination period.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

**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 normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

[http://sas.mcmaster.ca](http://sas.mcmaster.ca)

**POTENTIAL MODIFICATIONS TO THE COURSE**

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.

Related to the above, it is important to note that the course outline serves as a guide to give you an idea of what to expect in the class sessions. Occasionally, at the instructor’s discretion, other material may be introduced that is not on the outline. Therefore, it is possible that the topics will not be covered exactly as outlined below.

If you are absent from class for any reason, you should speak to a classmate to see what material, announcements, etc. you missed. You are responsible for all material assigned for class preparation, even if the instructor does not cover that material in class.
Research involving human participants is premised on a fundamental moral commitment to advancing human welfare, knowledge and understanding. As a research intensive institution, McMaster University shares this commitment in its promotion of responsible research. The fundamental imperative of research involving human participation is respect for human dignity and well-being. To this end, the University endorses the ethical principles cited in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans:

http://www.pre.ethics.gc.ca

McMaster University has mandated its Research Ethics Boards to ensure that all research investigations involving human participants are in compliance with the Tri-Council Policy Statement. The University is committed, through its Research Ethics Boards, to assisting the research community in identifying and addressing ethical issues inherent in research, recognizing that all members of the University share a commitment to maintaining the highest possible standards in research involving humans.

If you are conducting original research, it is vital that you behave in an ethical manner. For example, everyone you speak to must be made aware of your reasons for eliciting their responses and consent to providing information. Furthermore, you must ensure everyone understands that participation is entirely voluntary. Please refer to the following website for more information about McMaster University’s research ethics guidelines:

http://reo.mcmaster.ca/

Organizations that you are working with are likely to prefer that some information be treated as confidential. Ensure that you clarify the status of all information that you receive from your client. You MUST respect this request and cannot present this information in class or communicate it in any form, nor can you discuss it outside your group. Furthermore, you must continue to respect this confidentiality even after the course is over.
## Course Schedule

### Commerce 2BC3

#### Winter 2015 Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Unit</th>
<th>Topic</th>
<th>Reading/Assignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Jan. 5-9</td>
<td>1</td>
<td>Intro. To COM 2BC3 Intro. To HRM</td>
<td>Read: Course outline and Chapter 1 Surf the News, Content, Resources, Communication &amp; Assessments on A2L</td>
</tr>
<tr>
<td>2. Jan. 12-16</td>
<td>2</td>
<td>Strategic HRM</td>
<td>Read: Chapter 2</td>
</tr>
<tr>
<td>3. Jan. 19-23</td>
<td>3</td>
<td>Analysis &amp; Design of Work</td>
<td>Read: Chapter 4</td>
</tr>
<tr>
<td>4. Jan. 26-30</td>
<td>4</td>
<td>The Legal Environment</td>
<td>Read: Chapter 3</td>
</tr>
<tr>
<td>5. Feb. 2-6</td>
<td>5</td>
<td>Recruitment &amp; Selection</td>
<td>Read: Chapter 5</td>
</tr>
<tr>
<td>6. Feb. 9-13</td>
<td>5 cont’d</td>
<td>Recruitment &amp; Selection</td>
<td></td>
</tr>
<tr>
<td>7. Feb. 16-20</td>
<td></td>
<td>Reading Week</td>
<td>No classes</td>
</tr>
<tr>
<td>8. Feb. 23-27</td>
<td>6</td>
<td>Training &amp; Development</td>
<td>Read: Chapter 6 MID-TERM EXAM: (Friday, Feb 27, 7 PM) Last class of week cancelled (due to midterm)</td>
</tr>
<tr>
<td>9. Mar. 2-6</td>
<td>7</td>
<td>Managing Engagement &amp; Performance</td>
<td>Read: Chapter 7</td>
</tr>
<tr>
<td>10. Mar. 9-13</td>
<td>8</td>
<td>Pay</td>
<td>Read: Chapters 8 and 9</td>
</tr>
<tr>
<td>11. Mar. 16-20</td>
<td>8 cont’d</td>
<td>Pay (cont’d)</td>
<td>Read: Chapters 9 &amp; 10</td>
</tr>
<tr>
<td>12. Mar. 23-27</td>
<td>9</td>
<td>Health and Safety</td>
<td>Read: Chapter 12</td>
</tr>
<tr>
<td>13. Mar. 30–Apr. 3</td>
<td>10</td>
<td>Labour Relations</td>
<td>Read: Chapter 11</td>
</tr>
<tr>
<td>14. April 6-8</td>
<td>11</td>
<td>Managing HR Globally (Time permitting)</td>
<td>Read: Chapter 13 April 8 is last day of classes</td>
</tr>
<tr>
<td>Final Exam</td>
<td></td>
<td></td>
<td>Time to be determined by Registrar (Exam Period: April 10-30, inclusive)</td>
</tr>
</tbody>
</table>