Commerce 2BC3
Human Resource Management and Labour Relations
Fall 2016 Course Outline
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 C02</th>
<th>Section C03</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tues. 9:30 AM - 10:20 AM</td>
<td>Tues. 11:30 AM - 12:20 PM</td>
</tr>
<tr>
<td>Wed. 9:30 AM - 10:20 AM</td>
<td>Thurs. 11:30 AM - 12:20 PM</td>
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<tr>
<td>Fri. 9:30 AM - 10:20 AM</td>
<td>Fri. 11:30 AM - 12:20 PM</td>
</tr>
<tr>
<td>Location: MDCL/1309</td>
<td>Location: MDCL/1309</td>
</tr>
</tbody>
</table>

**Dr. Aaron Schat**
Instructor
Email: schata@mcmaster.ca
Office: DSB/417
Tel: (905) 525-9140 x23946
Office Hours: Wed.2:30 – 3:30 PM
or by appointment

**Course TAs**
TBD

Course Website: [http://avenue.mcmaster.ca/](http://avenue.mcmaster.ca/)

**Course Elements**

<table>
<thead>
<tr>
<th>Credit Value:</th>
<th>3</th>
<th>Leadership:</th>
<th>Yes</th>
<th>IT skills:</th>
<th>No</th>
<th>Global view:</th>
<th>Yes</th>
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<tbody>
<tr>
<td>Avenue:</td>
<td>Yes</td>
<td>Ethics:</td>
<td>Yes</td>
<td>Numeracy:</td>
<td>No</td>
<td>Written skills:</td>
<td>Yes</td>
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<tr>
<td>Participation:</td>
<td>Yes</td>
<td>Innovation:</td>
<td>Yes</td>
<td>Group work:</td>
<td>Yes</td>
<td>Oral skills:</td>
<td>Yes</td>
</tr>
<tr>
<td>Evidence-based:</td>
<td>Yes</td>
<td>Experiential:</td>
<td>Yes</td>
<td>Final Exam:</td>
<td>Yes</td>
<td>Guest speaker(s):</td>
<td>No</td>
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www.degroote.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 reading of text and other course material, assigned work, lectures, presentations, videos, in-class activities, discussions, and other 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 [http://avenue.mcmaster.ca/](http://avenue.mcmaster.ca/) $ FREE

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 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 work done individually or in pairs, as indicated in the table below. For assignments done in pairs, individual group members will normally receive the same grade, although adjustment may be made if there is evidence that an individual’s contribution was inadequate.

Components and Weights

<table>
<thead>
<tr>
<th>Assignment Part 1 - Interim Submission</th>
<th>Individual or Pair</th>
<th>10%</th>
</tr>
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<tbody>
<tr>
<td>Assignment Part 2 - Final Report</td>
<td>Individual</td>
<td>15%</td>
</tr>
<tr>
<td>Mid-Term Exam</td>
<td>Individual</td>
<td>35%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Individual</td>
<td>40%</td>
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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>
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<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 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 and the receipt is then brought to Student Experience - Academic Office (formerly the APO) in DSB 112;
- 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.

Major Assignment - “My Future Job” (25%)
(Interim Submission = 10%. Final Report = 15%)

Each student (or pair of students) will complete a two-part major assignment, consisting of an interim submission and a final report that will require ongoing work throughout the semester. Please see the following paragraphs for a brief overview of the major assignment; full details will be posted on Avenue to Learn.

Working alone or with one partner, you will apply HR knowledge to analyze a particular job that you are considering as a future career, and make recommendations about the optimal HRM methods/practices for that job in order to attract, develop, and retain high quality employees. For the interim submission of this assignment, you will use secondary sources to develop a job analysis and HR Planning assessment. In the final report you will draw on knowledge of HRM to recommend the most effective HRM applications for this job, including recruitment, selection, training, compensation, and others. Each part of the assignment is complemented by a Learning Portfolio Submission, which will allow you to reflect on what you are learning about this particular job and how that can be used to enhance your current résumé development, job
interview, and career exploration skills. Full details about the major assignment and Learning Portfolio Submissions will be provided on Avenue to Learn.

Due Date for Interim Submission & LP Submission # 1: October 7, 2016 before 11 PM
Due Date for Final Report & LP Submission # 2: November 30, 2016 before 11 PM

Notes:
1) 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.

2) 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, unless there are significant extenuating circumstances.

Mid-term Exam (35%)
The mid-term exam is tentatively scheduled for Friday October 21 @ 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 other 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. If you know you will be unavailable for the midterm or if you planned to write it but miss it due to illness, etc., please see the policy regarding Requesting Relief For Missed Academic Work, provided later in this course outline.

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 the assigned readings and material from class periods (e.g., lectures, activities, videos, 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., it 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.
**ACADEMIC DISHONESTY**

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

**On-Line Element**

In this course we will be using email and Avenue to Learn. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

**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 three (3) days;
b) for absences from classes lasting more than three (3) days; or
c) for conflicts arising from Student Experience - Academic Office approved events

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a) for absences from classes lasting up to three (3) 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 less than 25% of the course weight. 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. Details are described below.

If the value of the component is worth 25% or more, students must report to their Faculty Office (the Student Experience – Academic Office for Commerce students) to discuss their situation and will be required to provide appropriate supporting documentation.

Please visit the following page for more information about MSAF:

http://academiccalendars.romcmaster.ca/content.php?catoid=18&navoid=3204#Requests_for_Relief_for_Missed_Academic_Term_Work

b) for absences from classes lasting more than three (3) days:

Students cannot use the MSAF. They MUST report to their Faculty Office (the Student Experience – Academic Office 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 Student Experience – Academic Office 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 Student Experience - Academic 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 Student Experience – Academic 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 Student Experience – Academic Office of their interest in an alternate sitting of the midterm.

Adjudication of all requests must be handled by the Student Experience – Academic Office. Instructors cannot allow students to unofficially write make-up exams/tests.

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.

**Policy for Approved Missed Academic Work**

Students who cannot write a test, and have advanced knowledge and permission as described above, will be given the opportunity to write an alternate version of the test at an alternate time.

Students who did not write a test, and subsequently provide an MSAF submission, or documentation for which they have been approved by the Student Experience – Academic Office, will have the weight of the missed work reallocated across other course components or an alternate evaluation. The student must follow up with the instructor to understand this process and decision.

Students who submit an MSAF, or have been approved by the Student Experience – Academic Office, for an assignment deadline, will be given an extension for the assignment at the discretion of the instructor. Please note, the student will ultimately be required to submit the assignment.

**Student Accessibility Services**

Student Accessibility Services (SAS) offers various support services for students with disabilities. 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 who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca. For further information, consult McMaster University’s Policy for Academic Accommodation of Students with Disabilities: [http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf](http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf)
**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 USING HUMAN SUBJECTS**

*ONLY IF APPLICABLE*

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:


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/](http://reo.mcmaster.ca/)

www.degroote.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.

**ACKNOWLEDGEMENT OF COURSE POLICIES**

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of Commerce 3SO3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.
# COURSE SCHEDULE

## Commerce 2BC3
### Fall 2016 Schedule

<table>
<thead>
<tr>
<th>Week of:</th>
<th>Unit</th>
<th>TOPIC</th>
<th>Key Dates/Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep 6</td>
<td>1</td>
<td>Introduction to course (course outline) Introduction to HRM</td>
<td>Read Chapter 1</td>
</tr>
<tr>
<td>Sep 12</td>
<td>2</td>
<td>Strategic HRM</td>
<td>Read Chapter 2</td>
</tr>
<tr>
<td>Sep 19</td>
<td>3</td>
<td>Analysis and Design of Work</td>
<td>Read Chapter 4</td>
</tr>
<tr>
<td>Sep 26</td>
<td>4</td>
<td>The Legal Environment</td>
<td>Read Chapter 3</td>
</tr>
<tr>
<td>Oct 3</td>
<td>5</td>
<td>Recruitment &amp; Selection</td>
<td>Read Chapter 5</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Interim Submission Due October 7</strong></td>
</tr>
<tr>
<td>Oct 10</td>
<td></td>
<td>Midterm Recess – No Classes Oct 10 - 14</td>
<td></td>
</tr>
<tr>
<td>Oct 17</td>
<td>5 cont’d</td>
<td>Recruitment &amp; Selection (cont’d)</td>
<td>Read Chapter 6</td>
</tr>
</tbody>
</table>
| Oct 24  | 6    | Training & Development | **MIDTERM EXAM: Fri. Oct. 21 @ 7 PM**
|         |      |                   | *Friday class cancelled due to midterm.* |
| Oct 31  | 7    | Performance Management | Read Chapter 7 |
| Nov 7   | 8    | Pay | Read Chapter 8 |
| Nov 14  | 8 cont’d | Pay (cont’d) | Read Chapters 9 & 10 |
| Nov 21  | 9    | Managing Health & Safety | Read Chapter 12 |
| Nov 28  | 10   | Labour Relations | Read Chapter 11 |
| Dec 5   | 10/11 | Labour Relations (cont’d) Managing HR Globally (Time permitting) | Final report due November 30
|         |      |                   | Read Chapter 13 (if we do Global HR Unit) Last day of classes is December 7 |

*Final Exam to be Scheduled by Registrar’s Office between December 9-22, 2016.*