**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 INFORMATION**

Frances Tuer (pronounced 2-er)

*Factoid: “tuer” means “to kill” in French, but rest assured I haven’t lost anyone yet!*

*Ph.D. in OB and HR (McMaster), MBA – General Management (Ivey School at Western)*

*First Job: Bar server at York Downs Golf & Country Club*

*Other work experience: 15-year career in retail banking*

*Current research projects: Generation Z and social media use at university*

*Office: DSB/311 – the one with the "I love HR" shirt hanging in the window*

Please feel free to drop in on: Tuesdays noon to 1 p.m. or Wednesdays noon to 2 p.m., or email for a private appointment.

Email: tuerfl@mcmaster.ca

Office Phone: (905) 525-9140 x24903

It's also okay to text me, in case of emergency: 905-708-4472

**C01: Mo, Th 12:30-1:20 p.m. and Tu 1:30-2:20 p.m.**

**Classroom location:** BSB B135

**Teaching Assistant:** Mojan Naisani Samani

Email: naisanim@mcmaster.ca

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

**COURSE ELEMENTS**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>
**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**

Upon completion of this course you should be able to:

1. Describe the key principles and concepts of Human Resource Management (HRM) and Labour Relations;
2. Discuss the contribution of HRM to organizational effectiveness;
3. Distinguish evidence-based HRM from common practice.
4. Design/re-design HR practices and anticipate employee responses to current and proposed systems.
5. Apply knowledge and skills related to HRM to a wide range of organizational issues.

Learning outcomes will be achieved through reading of the 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).

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

**Connect** link: http://connect.mheducation.com/class/f-tuer-fall-2017

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

http://avenue.mcmaster.ca/

Note: Announcements, updates, and scheduling changes will be posted to the course website on Avenue to Learn so be sure to check website regularly.
NOTE REGARDING PRE-CLASS PREPARATION:

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 for discussion of the topics and issues at the comprehension and application level. Lectures will highlight, and supplement, but not substitute for 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.

EVALUATION

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 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>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment Part 1 - Interim Submission</td>
<td>10%</td>
</tr>
<tr>
<td>Assignment Part 2 - Final Report</td>
<td>15%</td>
</tr>
<tr>
<td>Mid-Term Exams (2 @ 25% each)</td>
<td>50%</td>
</tr>
<tr>
<td>Final Exam</td>
<td>25%</td>
</tr>
</tbody>
</table>

Course Components

Major Assignment - “HR Generalist Simulation” (25%)

- Consists of:  
  (a) Interim Submission = 10%
  (b) Final Report = 15%

Each student (or a group of up to four 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 up to three partners, you will apply HR knowledge to analyze a job that you might be considering as a future career (or one that someone you know has) 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 and interview someone who currently has that job. In the final report, you will draw on course content to recommend the most effective HRM applications for this job, including recruitment, selection, performance management, and compensation.
Due Date for Interim Submission: February 5, 2018, 11:59 PM
Due Date for Final Report: March 26, 2018, 11:59 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. Assignment weight cannot be transferred onto the examinations.

2) For students working with one or more partners, the parties cannot be changed mid-semester, and both/all students involved in the work will receive the same grade, unless there are significant extenuating circumstances.

Mid-term Exams (50% - 2 @ 25% each)

The 1.5 hour (90 minute) mid-term exams are scheduled for:

Friday, Jan. 26 @ 7:00 – 8:30 p.m.  Chapters 1, 2 and 4, location TBD
and Friday, Mar. 2 @ 7:00 – 8:30 p.m.  Chapters 3, 5, 6 & 7, location TBD

Each midterm will be composed of approximately 50 multiple choice questions drawn from the specified chapters (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 on the same day 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 (25%)
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 second 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.

www.degroote.mcmaster.ca
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, once they have read the conditions for re-marking (see following page).

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

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.

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 and any deviations from these tenets will be persecuted and severely punished in accordance with the stipulations of McMaster's Integrity Policy. This policy explains that 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 Further, it stipulates that such behaviour can result in serious consequences which may go beyond impacting your grade in this course, 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 and accompanying penalties please refer to the Academic Integrity Policy, located at:

www.mcmaster.ca/academicintegrity

www.degroote.mcmaster.ca
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. Please refer to the policy and procedure on the DeGroote website at the link below:


**STUDENT ACCESSIBILITY SERVICES**

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Academic accommodations are 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:


**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:

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.

**ACKNOWLEDGEMENT OF COURSE POLICIES**

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of Commerce 2BC3 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; Winter 2018

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Pre-work</th>
<th>Assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: Jan 4 - 5</td>
<td>Course Intro Introduction to HRM</td>
<td>Read course outline &amp; Chapter 1</td>
<td></td>
</tr>
<tr>
<td>2: Jan 8 - 12</td>
<td>Strategic HRM</td>
<td>Read Chapter 2</td>
<td></td>
</tr>
<tr>
<td>3: Jan 15 - 19</td>
<td>Analysis &amp; Design of Work</td>
<td>Read Chapter 4</td>
<td></td>
</tr>
<tr>
<td>4: Jan 22 - 26</td>
<td>The Legal Environment of Work (2 classes)</td>
<td>Read Chapter 3</td>
<td>Midterm 1: Fri, Jan 26; Ch: 1, 2 &amp; 4</td>
</tr>
<tr>
<td></td>
<td>3rd class of week is study time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5: Jan 29 – Feb 2</td>
<td>Recruitment</td>
<td>Read Chapter 5</td>
<td></td>
</tr>
<tr>
<td>6: Feb 5 - 9</td>
<td>Selection</td>
<td>Read Chapter 5</td>
<td>Interim Submission due Mon, Feb 5</td>
</tr>
<tr>
<td>7: Feb 12 - 16</td>
<td>Training &amp; Development</td>
<td>Read Chapter 6</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Feb 19 – 25 MIDTERM RECESS: NO CLASSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8: Feb 26 – Mar 2</td>
<td>Performance Management (2 classes)</td>
<td>Read Chapter 7</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Base Pay/Pay Structure</td>
<td>Read Chapter 8</td>
<td></td>
</tr>
<tr>
<td>9: Mar 5 - 9</td>
<td>Base Pay/Pay Structure (cont.) 3rd class cancelled</td>
<td></td>
<td>Midterm 2: Fri, Mar 9 Ch: 3, 5, 6, and 7</td>
</tr>
<tr>
<td>10: Mar 12 - 16</td>
<td>Incentive Pay and Benefits</td>
<td>Read Chapters 9 &amp; 10</td>
<td></td>
</tr>
<tr>
<td>11: Mar 19 - 23</td>
<td>Health &amp; Safety</td>
<td>Read Chapter 12</td>
<td></td>
</tr>
<tr>
<td>12: Mar 26 - Mar 29</td>
<td>Labour Relations</td>
<td>Read Chapter 11</td>
<td>Final Report due Mon, Mar 26</td>
</tr>
<tr>
<td></td>
<td>Mar 30 – GOOD FRIDAY: NO CLASS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13: Apr 2 - Apr 6</td>
<td>Managing HR Globally (time permitting)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apr 11 - 26</td>
<td>Final Exam: Ch 8– 12, plus 13 if covered. Scheduled by Registrar’s Office.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NOTE:** Minor deviations from the schedule above should be expected