

**COMMERCE 2BC3
HUMAN RESOURCE MANAGEMENT AND LABOUR RELATIONS**

WINTER 2020 COURSE OUTLINE – SECTION C04

**Human Resources and Management Area
DeGroot 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

<p>Lucy Djelalian Pepper Instructor Email: djelall@mcmaster.ca</p> <p>Office: TSH/627 Office Hours: Tues and Wed 11:00 - 12:00 PM or by appointment</p>	<p>Section C04 Mon; Wed and Thurs @ 1:30 - 2:20 PM Location: PGCLL 124</p> <p>Course Website: http://avenue.mcmaster.ca/</p> <p>Course TA : Jennifer Ho Email: hoj47@mcmaster.ca</p>
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COURSE ELEMENTS

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

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) Appreciate and explain the contribution of HRM to organizational effectiveness;
- (3) Articulate key features of evidence-based HRM;
- (4) Contribute to the design and implementation of HR practices in organizations;
- (5) Apply knowledge and skills related to HRM to a wide range of organizational issues;

Learning outcomes will be accomplished through reading of text and other course material, assigned work, lectures, presentations, videos, in-class activities, discussions, and other student contributions.

COURSE MATERIALS

Noe, R. A., Hollenbeck, J. R., Gerhart, B., Wright, P. M., & Eligh, L. E. (2016). *Strategic Human Resource Management: Gaining a Competitive Advantage*, 2nd Canadian Edition. McGraw-Hill: Toronto.

E-book: You also have the option of purchasing 180-day access to an e-book version of this text (purchase through Campus bookstore).

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

Avenue to Learn registration for course content, readings and case materials <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 (midterms 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 groups, as indicated in the table below. For assignments done in groups, 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.

Missed tests/exams will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Late assignments will be penalized 10% for each day they are late. Your final grade will be calculated as follows:

Components and Weights

Assignment Part 1 – Job Analysis		2%
Assignment Part 2 – HR Planning & Recruitment	Individual or Group	10%
Assignment Part 3 – Selection, Performance, Pay		13%
Mid-Term Exams (2 @ 25% each)	Individual	50%
Final Exam	Individual	25%

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 #9 in the term. Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Course Deliverables

Major Assignment

Students will work in groups of 2, 3, or 4 to complete a three-part assignment, that will require ongoing work throughout the semester. The due dates for the three parts of the assignment are as follows:

- **Part 1, due Friday, February 14, 11:59 p.m., worth 2% of final grade**
- **Part 2, due Friday, March 6, 11:59 p.m., worth 10% of final grade**
- **Part 3, due Friday, April 3, 11:59 p.m., worth 13% of final grade**

Please see the following paragraphs for a brief overview of the major assignment; full details will be posted on Avenue to Learn.

In this assignment, you and your group will apply HR knowledge to analyze a job and make recommendations about the optimal HRM methods/practices for that job to attract, develop, and retain high quality employees. For the first part you will find a job posting and then use online job analysis databases to identify the major responsibilities and tasks of the target job and the main attributes an individual would need to effectively perform the job. In the second part of the assignment you will discuss the current labour market and develop a recruitment strategy for the target job. In the third part, you will recommend the most appropriate and effective HRM methods for this job – specifically, regarding selection, performance management, and compensation.

Notes:

- 1) Although Part 1 of the assignment has only 2% allocated to it, it must be completed prior to Parts 2 and 3. If Part 1 of the assignment is not completed and submitted, Parts 2 and 3 will receive a grade of zero.
- 2) The 3 parts of this assignment have 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 be required to submit all 3 parts of the assignment. Weights of the individual parts of the assignment cannot be transferred to the next assignment or to the exams.

- 3) You will work with the same group for all 3 parts of the assignment. You cannot make a change after the first part of the assignment is due to be completed. All students in the group will receive the same grade, unless there are significant extenuating circumstances, in which case the instructor will have discretion to adjust individual grades.

Mid-term Exams (2 @ 25% each)

There are two mid-term exams that are scheduled for the following dates and times:

Friday, February 7, 2020 @ 7:00 – 8:30 p.m. Chapters 1, 2 and 4; location TBD

Friday, March 13, 2020 @ 7:00 – 8:30 p.m. Chapters 3, 5, and 6; location TBD

Each midterm will be composed of approximately 50 multiple choice questions drawn from the specified chapters as well as material from class lectures, discussions and/or exercises. If the content coverage of the exam is to be different from what is outlined above, the instructor will notify the students in advance of the exam date. All sections of COM 2BC3 will write midterms 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 December examination period and will be scheduled by the Registrar's Office. Similar to the midterms, the format will likely 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 exams, the final exam will not be cumulative (i.e., it will be based on material since the second midterm exam, which is expected to be Chapters 7-12). For those who do not write a 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 INTEGRITY

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

AUTHENTICITY / PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically either directly to Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to

www.mcmaster.ca/academicintegrity

ONLINE COURSE COMPONENTS

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 components. Please refer to the policy and procedure on the DeGroot website at the link below:

<http://ug.degroot.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

STUDENT ACCESSIBILITY SERVICES

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>

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to 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.

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

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

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration in this course 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.

COM 2BC3 F19 COURSE SCHEDULE

Week of:	Unit	TOPIC	Key Dates/Deliverables
Jan 6	1	Introduction to course and Introduction to HRM	Read Chapter 1
Jan 13		Intro to HRM continued	
Jan 20	2	Strategic HRM	Read Chapter 2
Jan 27	3	Analysis and Design of Work	Read Chapter 4
Feb 3	4	The Legal Environment	Read Chapter 3 MIDTERM #1: Friday, Feb. 7 @ 7-8:30 PM Covering Chapters 1, 2, 4
Feb 10	5	Recruitment & Selection	Read Chapter 5 Assignment Part 1 Due Fri., Feb. 14
Feb 17		Midterm Recess – No Classes Feb 17 to 21	
Feb 24	5 cont'd	Recruitment & Selection (cont'd)	Read Chapter 5
Mar 2	7	Training & Development	Read Chapter 6 Assignment Part 2 due Fri., Mar 6
Mar 9	8	Performance Management	Read Chapter 7 MIDTERM #2: Friday, Mar. 13 @ 7-8:30 PM Covering Chapters 3, 5, 6
Mar 16	8	Pay	Read Chapters 8 & 9
Mar 23	9	Managing Health & Safety	Read Chapter 12
Mar 30	10	Labour Relations	Read Chapter 11 Assignment Part 3 due Fri., Apr 3
Apr 6	10	Labour Relations (cont'd)	
Final Exam to be Scheduled by Registrar's Office between April 13 to 28.			