

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

**WINTER 2021 COURSE OUTLINE
INSTRUCTOR: LUCY DJELALIAN PEPPER**

**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

Lucy Djelalian Pepper, Instructor

djelall@mcmaster.ca

Virtual Office Hours: By appointment only

C02: Tues. 11:30 a.m.-1:20 p.m.; Fri. 12:30 p.m. - 1:20 p.m.

C03: Tues. 2:30 p.m. - 3:20 p.m.; Fri. 2:30 p.m. - 4:20 p.m.

C05: Mon. 7:00 p.m. to 10:00 p.m.

C06: Mon. 2:30 p.m. - 4:20 p.m.; Thurs. 3:30 p.m. - 4:20 p.m.

Zoom class

Zoom class

Zoom class

Zoom class

Teaching Assistants: TBD

Course website: <http://avenue.mcmaster.ca/>

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:	No	Guest speaker(s):	Yes

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.

COURSE MATERIALS

Steen, S. L., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). *Human Resource Management*, 5th Canadian Edition. McGraw-Hill: Toronto.

Note: “Inclusive Access” is being used for this course. This means that you will receive the required course textbook in a digital, rather than print, format on the first day of class. You will be able to access the materials through Avenue to Learn and the cost will be charged to your student account. \$81.95 (CDN)

You have the option of opting out of inclusive access and purchasing a hard copy of this text (through Campus bookstore). \$109.95 (CDN)

Other materials: Additional readings and materials may be assigned 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.

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 DELIVERY

This course will use a blended learning approach, comprising synchronous and asynchronous learning as outlined in the table below. Synchronous sessions may be recorded.

ACTIVITY	DELIVERY	DESCRIPTION	TOOL(S)
Lecture Core Content	Asynch	Pre-recorded lecture videos	Available via Avenue
Readings	Asynch	Readings cover core content of each unit	In assigned textbook or link available in Avenue
Activities, Discussions, Live lectures	Synch	Live session held during scheduled class time; interactive activities, discussions, opportunity to elaborate on content, etc.	Zoom

COURSE EXPECTATIONS

You are expected to contribute to a respectful and collaborative learning environment both inside the “virtual” classroom and in your other interactions and communications associated with this course. The value of this course for you and your peers will depend on your **regular presence, timely preparation, and engagement**.

These are the expectations for your work in this course:

- For each unit, read the assigned chapter and watch the pre-recorded lectures before the synchronous class session. The pre-recorded lectures will highlight, and supplement assigned readings.
- Attend synchronous class sessions (normally, these will occur via zoom).
- Come to class prepared by completing the assigned readings, watching the pre-recorded lecture, and being ready to engage/discuss, etc.
- Engage in reflective discussions and activities with class peers and the instructor in an inviting, thoughtful, and respectful manner.

COURSE OVERVIEW & ASSESSMENT

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 components will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. Your final grade will be calculated as follows:

GRADE COMPONENT	WEIGHT	DESCRIPTION
Quizzes	50%	Each student, working individually, will complete 5 quizzes on Avenue, worth 10% each. Each quiz will consist of 20 multiple choice questions based on text & lecture material. Each quiz will have time limit.
Assignment – 2 parts	30%	Students can work alone or in groups of 2, 3, or 4 to complete a 2-part assignment. Part 1 is worth 5%. Part 2 is worth 25%.
3-2-1 Learning Reflection	20%	Students must submit a structured reflection on their learning for each of the 10 units in the course (2 lowest scores will be dropped). Each reflection will include: <ul style="list-style-type: none"> ▪ 3 points summarizing the synchronous discussion or activity ▪ 2 main learnings from the pre-recorded lecture or text ▪ 1 item that represents an outstanding question or the most interesting thing you learned in that unit

COURSE DELIVERABLES
ASSIGNMENT (30%)

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

- **Part 1 (worth 5%), due Friday February 12 by 8 PM (EST)**
- **Part 2 (worth 25%), due Thursday, April 1 by 8 PM (EST)**

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 or 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. You will also present information about the current labour market for your target job. In the second part of the assignment, you will make recommendations for the HRM practices that can be applied to this job. Specifically, you will develop a recruitment strategy and make recommendations regarding selection, performance management, and compensation.

Notes:

- 1) Part 1 of the assignment must be completed prior to Part 2. If Part 1 of the assignment is not completed and submitted, Part 2 will receive a grade of zero. Late assignments will be penalized 10% for each day they are late.
- 2) The 2 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 a 3-day extension for that component, but all students will be required to submit both parts of the assignment.
- 3) You cannot make a change to your group status after the first part of the assignment is due to be completed. If you work individually for Part 1, you must also do Part 2 individually. If you work with a partner or group for Part 1, you must continue to work with the same partner or group for Part 2.
- 4) 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.

ONLINE QUIZZES (50%)

Online quizzes will assess content from the assigned text readings and lecture material. There will be 5 quizzes during the semester. The details regarding the scheduling of the quizzes are provided below. Altogether, the quizzes will be worth 50%, with each quiz having equal value. If MSAF is used for a quiz, then the value for that quiz will be distributed across the other quiz scores or otherwise at the instructor's discretion.

Quiz 1 – Based on Units 1 (Intro to HR) and 2 (Analysis & Design of Work)
Includes textbook chapters 1 and 2 (pp. 32-47) and unit lectures
Deadline: Friday, January 29 by 8 PM (EST)

Quiz 2 – Based on Units 3 (Legal Environment), 4 (Recruitment) and 5 (Selection)
Includes textbook chapters 3, 4, & 5 and unit lectures
Deadline: Friday, February 26 by 8 PM (EST)

Quiz 3 – Based on Units 6 (Training & Development) and 7 (Performance Management)
Includes textbook chapters 6 & 7 and unit lectures
Deadline: Friday, March 12 by 8 PM (EST)

Quiz 4 – Based on Unit 8 (Pay)
Includes textbook chapter 8 and unit lecture
Deadline: Friday, March 26 by 8 PM (EST)

Quiz 5 – Based on Unit 9 (Health & Safety) and 10 (Labour Relations)
Includes textbook chapters 2 (pp. 48-59) and 9 and unit lectures
Deadline: Wednesday, April 7 by 8 PM (EST)

3-2-1 LEARNING REFLECTION (20%)

Students must submit a structured Learning Reflection for each unit in the course. There are 10 units in the course; the two lowest scoring Learning Reflections will be dropped from the final grade for this element. Each Learning Reflection will use a “3-2-1” format consisting of the following elements:

- **3** points summarizing your breakout group’s discussion or activity from the synchronous class session for that particular unit.
(Note: If your group took summary notes as part of the activity, the members of that group can copy and paste those notes to use for this part of the summary)
- **2** main points or “take-aways” lecture or text material (e.g., what insight did you gain? what did you learn?)
- **1** question that you have about the material or the 1 most interesting thing we did in class?

If you did not attend the synchronous class session, your reflection should not include a summary of that component. If you do not observe the lecture or read the text, your reflection should not include the main points or “take-aways” from those components. Submitting a reflection that includes content you did not participate in would be considered academic dishonesty.

Each 3-2-1 Learning Reflection must be submitted via Avenue (in the Assignments section) and will be due at the end of the week (Friday at 8 PM) that a unit is scheduled to end as shown below. Late submissions will not be accepted.

- Unit 1 (Introduction to HR) – due Friday, January 22 by 8 PM (EST)
- Unit 2 (Analysis & Design of Work) – due Friday, January 29 by 8 PM (EST)

- Unit 3 (Legal Environment) – due Friday, February 5 by 8 PM (EST)
- Unit 4 (Recruitment) – due Friday, February 12 by 8 PM (EST)
- Unit 5 (Selection) – due Friday, February 26 by 8 PM (EST)
- Unit 6 (Training & Development) – due Friday, March 5 by 8 PM (EST)
- Unit 7 (Performance Management) – due Friday, March 19 by 8 PM (EST)
- Unit 8 (Pay) – due Friday, March 26 by 8 PM (EST)
- Unit 9 (Health & Safety) – due Thursday, April 1 by 8 PM (EST) (Note this deadline is Thursday because Friday, April 2 is a holiday)
- Unit 10 (Labour Relations) – due Friday, April 8 by 8 PM (EST)

The 3-2-1 Learning Reflections will be evaluated as being complete (2/2); partially complete (1/2); or incomplete/ not submitted (0/2). The 3-2-1 Learning Reflections are not eligible for MSAF. Instead, your two lowest scoring reflections will be excluded, and your top 8 will be counted toward your final grade. Altogether, they will be worth 20%, with each one having equal value (2.5% each).

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. All students must receive feedback regarding their progress (equal to at least 20% of the final grade for a level 2 course) prior to the final date by which a student may cancel the course without failure by default.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar “Requests for Relief for Missed Academic Term Work” and the link below.

<http://ug.degrootemcmaster.ca/forms-and-resources/missed-course-work-policy/>

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. **It is your responsibility to understand what constitutes academic dishonesty.**

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.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

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

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for quizzes, tests and/or exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their

examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

EXTREME CIRCUMSTANCES

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.

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 W21 COURSE SCHEDULE

Week of:	Unit	TOPIC	Key Dates/Deliverables
Jan. 11		Introduction to course (Review course outline)	
Jan. 18	1	Introduction to HRM	Read Chapter 1
Jan. 25	2	Analysis and Design of Work	Read Chapter 3 Quiz #1 – Due Jan. 29 by 8 PM
Feb. 1	3	The Legal Environment	Read Chapter 2, pp. 32-47
Feb. 8	4	Recruitment	Read Chapter 4 Assignment Part 1 due Fri., Feb. 12 by 8 PM
Feb. 15		Midterm Recess – No Classes Feb. 15-19	
Feb. 22	5	Selection	Read Chapter 5 Quiz #2 – Due Feb. 26 by 8 PM
Mar. 1	6	Training & Development	Read Chapter 6
Mar. 8	7	Performance Management	Read Chapter 7 Quiz #3 – Due March 12 by 8 PM
Mar. 15	7/8	Perf Mgmt / Pay	Read Chapter 8
Mar. 22	8	Pay	Quiz #4 – Due March 26th by 8 PM
Mar. 29	9	Health & Safety	Read Chapter 2, pp. 48-59 Assignment Part 2 due Thurs. April 1 by 8 PM No class on Good Friday, April 2
Apr. 5	10	Labour Relations	Read Chapter 9 Quiz #5 – Due April 7 by 8 PM
Apr. 12	10	Labour Relations (cont'd)	Last day of classes – April 14