

COMMERCE 2BC3 HUMAN RESOURCE MANAGEMENT AND LABOUR RELATIONS

SUMMER 2023 COURSE OUTLINE – SECTION C01 INSTRUCTOR: JENNIFER HO

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

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|---|---|
| <p style="text-align: center;">Jennifer Ho Instructor Email: hoj47@mcmaster.ca</p> <p>Office Hours: 5:30PM Mondays and Wednesdays or by appointment</p> | <p>Section C01</p> <p>Mondays 6:30-9:30PM: In person; BSB B156 Wednesdays 6:30-9:30PM: In person; BSB B156</p> |
| <p>Course TA: Sarah-Kay Walker walkes6@mcmaster.ca</p> <p>Course Website: http://avenue.mcmaster.ca/</p> | |

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): | No |

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.

You have the option of opting out of Inclusive access and purchasing a hard copy of this text (through the Campus bookstore). You will receive an email from the Campus store with all the details.

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

Note: Announcements, updates, and scheduling changes will be posted to the course website so be sure to check the 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

We will meet in-person during the 3-hour block each Monday and Wednesday evening. In-person classes will include lectures, interactive activities, discussions, and opportunity to elaborate on textbook content.

| ACTIVITY | DELIVERY | DESCRIPTION | TECHNOLOGY TOOL(S) |
|--|-----------------|---|--|
| Readings | Asynch | Textbook content of each unit | In assigned textbook or link available in Avenue |
| Lectures, Activities, Discussions | In-person Class | Classes will include interactive activities, discussions, opportunity to elaborate on content, etc. | In-person |

COURSE EXPECTATIONS

You are expected to contribute to a respectful and collaborative learning environment in the classroom as well as in 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 material (text chapters, readings) before the in-person class.
- Attend in-person class; come to class prepared by completing the assigned readings and being ready to engage/discuss, etc. Lectures will highlight and supplement assigned readings.
- Engage in reflective discussions and activities with class peers and the instructor in an inviting, thoughtful, and respectful manner. 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.

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 receive the same

grade. Missed exams 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 |
|--|--------|--|
| Assignment – 2 parts | 30% | Students will work individually or in groups of 2, 3 or 4 to complete a 2-part assignment. Part 1 is worth 5%. Part 2 is worth 25%. |
| In-class Participation and Learning Reflection | 20% | Students must participate in class activities and submit a structured reflection on their learning for each class (2.5% each); the lowest score will be dropped. |
| Mid-Term Exam (in person) | 25% | Each student working individually will complete 1 timed midterm in person (no exceptions). |
| Final Exam (in person) | 25% | Each student working individually will complete 1 timed final exam in person (no exceptions). |

COURSE DELIVERABLES

ASSIGNMENT (30%)

Students will work individually or in groups of 2, 3 or 4 to complete a two-part assignment, which 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, July 7, by 1 PM (EST)**
- **Part 2 (worth 25%), due Friday, August 4, by 1 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 and/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. No assignment more than 36 hours late (3 days; including weekends) will be accepted.
- 2) The 2 parts of this assignment have restricted eligibility for MSAF. Students who use an 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 a group will receive the same grade.

MID-TERM EXAM (25%) & FINAL EXAM (25%)

The mid-term exam and final exam will assess content from the assigned text readings, as well as material from in-class lecture, discussions and/or exercises. There will be one (1) timed mid-term exam administered in-class during the semester and one (1) timed final exam administered in-class at the end of the semester. The mid-term will consist of multiple choice questions. The final exam will consist of multiple choice questions. The details regarding the mid-term and final exam are provided below.

Mid-term Exam (25%) – Based on Units 1-4

Includes Textbook chapters 1-4, in-person class lectures, discussions and/or exercises

Date: Monday, July 10, 2023 @ 6:30 – 8:00 p.m.; in-class, location: BSB B156

Final Exam (25%) – Based on Units 5-9

Includes Textbook chapters 5-9, in-person class lectures, discussions and/or exercises

Date: Wednesday, August 2, 2023 @ 6:30 – 8:00 p.m.; in-class, location: BSB B156

IN-CLASS PARTICIPATION & LEARNING REFLECTION (20%; 2.5% EACH)

Students will complete a structured Learning Reflection associated with class activities during in-person classes for each unit (9 units in total). The template for the Learning Reflection is posted on A2L. Each Learning Reflection will use a “3&1” format consisting of the following elements:

- 3 main “take-aways” from the class activity, for example, what did you learn from participating in class discussion and activities? What insight did you gain? In what way did the activity connect with material from the lecture and/or readings? In what way did the activity help you understand the real-world practice of HR? (Note: you are not limited to reflect only on these questions; and in some classes, there will be specific questions that arise from class activities to be addressed in your reflection)
- 1 question you have about the topic discussed in class OR 1 aspect of the class activity that you found most interesting and why.

The Learning Reflections will be evaluated with a general rubric of: Comprehensive & Insightful (3pts); Descriptive & Solid (2pts); Partially Relevant (1pts); Irrelevant or Incomplete (0pts). The lowest scored reflection will be dropped.

NOTE:

- You may **only complete the reflection if you attend class**. Submitting a reflection that includes content you did not participate in would be considered academic dishonesty.
- In-Class Participation & Learning Reflections are **not eligible for MSAF**. Instead, your lowest scoring reflection will be dropped from the final course grade.
- Each Learning Reflection must be submitted via Avenue to Learn (in the Assignments section) in accordance with the due dates listed below. **Late submissions will not be accepted.**

Learning Reflection Due Dates:

- Unit 1 (Introduction to HR) – due Friday, June 23 by 1 PM
- Unit 2 (Legal Environment and Health & Safety) – due Wednesday, June 28 by 1 PM
- Unit 3 (Job Analysis and Design) – due Friday, June 30 by 1 PM
- Unit 4 (HR Planning & Recruitment) – due Friday, July 7 by 1 PM
- Unit 5 (Selection) – due Friday, July 14 by 1 PM
- Unit 6 (Training & Development) – due Wednesday, July 19 by 1 PM
- Unit 7 (Performance Management) – due Friday, July 21 by 1 PM
- Unit 8 (Total Rewards) – due Wednesday, July 26 by 1 PM
- Unit 9 (Labour Relations) – due Friday, July 28 by 1 PM

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. Always sign your email with your first and last names and include your student number. Please allow 2 business days for an email reply from your instructor and your TA.

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.degroote.mcmaster.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.

Use of ChatGPT and other generative AI tools is not allowed for assignments and learning reflections. Use of a tool like ChatGPT in this course encompasses Academic Dishonesty and can result in serious consequences.

AUTHENTICITY / PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and

ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com 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 tests and 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.

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.

COMMERCE 2BC3 SUMMER 2023 COURSE SCHEDULE

| Class Date | Unit | Topic | Key Dates/Deliverables |
|------------|------|--|---|
| June 19 | | Course Overview | |
| June 21 | 1 | Introduction to HRM | Read Chapter 1 Learning Reflection Unit 1 due Friday, June 23 by 1PM |
| June 26 | 2 | The Legal Environment Health & Safety | Read Chapter 2 Learning Reflection Unit 2 due Wed, June 28 by 1PM |
| June 28 | 3 | Analysis and Design of Work | Read Chapter 3 Learning Reflection Unit 3 due Friday, June 30 by 1PM |
| July 3 | | Canada Day (No Class) | |
| July 5 | 4 | HR Planning & Recruitment | Read Chapter 4 Learning Reflection Unit 4 due Friday, July 7 by 1PM Assignment Part 1 due Friday, July 7 by 1PM |
| July 10 | | Midterm | Midterm Exam (Covers Unit 1-4 Material) |
| July 12 | 5 | Selection | Read Chapter 5 Learning Reflection Unit 5 due Friday, July 14 by 1PM |
| July 17 | 6 | Training & Development | Read Chapter 6 Learning Reflection Unit 6 due Wed, July 19 by 1PM |
| July 19 | 7 | Performance Management | Read Chapter 7 Learning Reflection Unit 7 due Friday, July 21 by 1PM |
| July 24 | 8 | Total Rewards | Read Chapter 8 Learning Reflection Unit 8 due Wed, July 26 by 1PM |
| July 26 | 9 | Labour Relations | Read Chapter 9 Learning Reflection Unit 9 due Friday, July 28 by 1PM |
| July 31 | | Flex Class / Group Assignment Working Session | Assignment Part 2 due Friday, August 4 by 1PM |
| Aug 2 | | Final Exam | Final Exam (Covers Unit 5-9 Material) |