

**IBH 2AC3: TALENT MANAGEMENT**  
FRIDAYS 11:30 AM – 2:20 PM  
**WINTER 2024 COURSE OUTLINE**

**INSTRUCTOR: DR. AFIF NASSIF**  
Email: nassia2@mcmaster.ca  
Office Hours: by appointment

**Human Resources & Management Area**  
**DeGroot School of Business**  
**McMaster University**

***COURSE OBJECTIVES***

As a core course in the IBH program, this course is designed to: (1) facilitate the learning of key principles and concepts of Human Resources / Talent Management; (2) develop student awareness of the skills and tools needed for the identification, selection, development, and effective management of people in organizations; (3) provide students with the opportunity to apply knowledge and skills related to Human Resources / Talent Management; and (4) create a context for students to consider and engage the variety of challenges (e.g., ethics, sustainability, etc.) that involve and arise from the interactions between organizations, workers, and the social environment.

***COMMUNICATION AND FEEDBACK***

For questions related to course content, structure, and procedures, **please look through the course syllabus first.** Still have a question? Contact me via email using **your @mcmaster.ca email – I will not respond to emails sent from any other domains.** 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. **I will respond to emails during business hours (9 am – 5 pm) on weekdays as soon as possible.** 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. Please make sure you check the A2L course site regularly as materials and significant communications will be made through it.

***COURSE ELEMENTS***

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
A2L:	Yes	Ethics:	No	Numeracy:	Yes	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***

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This course provides knowledge of the key aspects of identifying, selecting, developing, and managing people in organizations, emphasizing the link between talent management and practices and organizational strategy. Topics include job analysis and design, staffing, the legal environment, training and development, performance management, compensation, worker health, wellness, and safety, and labour relations.

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## ***LEARNING OUTCOMES***

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Upon completion of this course, students will:

- (1) Know the key principles and concepts of Human Resources / Talent Management and Labour Relations;
- (2) Understand and be able to constructively engage the challenges, opportunities, problems, and achievements that arise from interactions between organizations, workers, and the social environment.
- (3) Appreciate the contribution of Human Resources / Talent Management to the effective functioning of organizations, workers, and society.
- (4) Be exposed to evidence-based Human Resources / Talent Management;
- (5) Be aware of their own individual attributes and understand the influence of these attributes for working with and managing and leading other people in organizations;
- (6) Be able to apply Human Resources / Talent Management concepts to organizational and social challenges.

These objectives will be accomplished through the reading of text and other course material, in-class activities, cases, discussions, presentations, videos, and other student contributions.

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## ***COURSE DELIVERY AND EXPECTATIONS***

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The course will rely on in-person lectures, facilitated discussions, and experiential components that aim to promote discourse and dialogue. Active participation in class is required and preparedness for group work is expected. Contributing to facilitate respectful and collaborative learning in all interactions and communications associated with this course is expected. Preparation for each class is essential for learning the course material and proactively contributing to class discussions. Assignments/assessments will cover materials from class, readings, other assigned or discussed content, activities, and discussions.

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## ***COURSE MATERIALS AND READINGS***

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Throughout the semester, a combination of readings and content/materials will be assigned from an open access textbook, journals to be accessed through the library, industry publications/reports, YouTube videos, etc. Assigned textbook chapters are already listed in the course schedule, the remaining assigned content/materials will be shared/announced through A2L on an ongoing basis prior to each topic. Please note, I reserve the right to assign additional readings and/or materials for access or purchase should they be necessary for your learning.

*Required Textbook (Open Access – offline copy can be downloaded):*  
 Human Resource Management published by the University of Minnesota  
<https://open.lib.umn.edu/humanresourcemanagement/>

## **COURSE ASSESSMENT & DELIVERABLES**

Learning in this course results from completing assigned materials and participating in discussions and other course activities. Your grade will consist of evaluations of work done individually and collaboratively, as indicated in the table below. For group assignments, all members share responsibility for ensuring that each member contributes to the work and for managing any group process challenges that arise. Individual group members will normally receive the same grade. The instructor has the authority to adjust individual grades on group assignments if there is evidence that an individual’s contribution was inadequate.

Missed assessments/assignments/deliverables will receive a grade of zero unless the student has submitted and been approved for a Notification of Absence or MSAF. **Please ensure you consult the university’s regulations and associated procedures (see pg. 8) surrounding requesting relief for missed academic work prior to emailing me.** All assessments/assignments/deliverables must be completed. For group assignments, if an individual group member is ill and/or submits an MSAF, it is still the responsibility of the other group members to complete the work on time. Late deliverables will be penalized 10% for each day they are late.

Your final grade in the course will be calculated as follows:

### **Components and Weights**

GRADE COMPONENT	WEIGHT	DESCRIPTION
Exam 1	30%	Feb. 9 <sup>th</sup> in class
Exam 2	30%	April 5 <sup>th</sup> in class
Participation	10%	Each student is expected to actively and consistently participate across all classes throughout the semester.
Integrative Project	30%	Students will work in groups on an integrative project spanning a written report (20%), team development exercise(s)(2%), and presentation (8%).

### **EXAMS**

Two exams will be administered in the course. The number/type of questions featured on each exam may differ; the weight of each question on a given exam may also differ to align with respective level of difficulty/effort.

Exams may involve a combination of multiple choice, T/F, short answer, short discussion, case-based discussion, etc. questions. More specific details surrounding both exams will be shared as they approach.

## PARTICIPATION

Engaging in class meetings for a discussion-heavy and experiential course is pivotal, simply showing up will not suffice. Please note this assessed performance component pertains to **PARTICIPATION – NOT ATTENDANCE – the two are not the same**. Accordingly, I have high expectations and especially when it comes to your engagement and contributions to every class meeting. So as to better inform your approach to participation, please aim to:

1. Contribute analytical and thorough arguments that exhibit knowledge and synthesis of assigned content
2. Show initiative by proposing thoughtful and engaging discussion questions that further peers' learning
3. Exhibit collegiality and professionalism in engaging within class and through consistent attendance
4. Exhibit consistent and incremental development in and debate style

Participation will be assessed on an ongoing basis throughout the semester. Participation grades will be released upon the end of the semester. However, you are welcome to seek feedback from me surrounding your participation efforts by scheduling an office hour. I am also happy to explore best practices with you to enhance your participation if needed – please reach out early on.

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed for every class. Since student participation is an important component of this course, official McMaster student ID photographs will be used to ensure that each student is assessed accurately. I will use the photograph to ensure the accuracy of participation marks, group work, and for identifying students for grading purposes. I also ask that you keep track of your contributions in written form (e.g., a written log) each class as that information will be necessary should you wish to appeal your participation grade; regrade requests must be accompanied by such documentation to receive consideration.

## INTEGRATIVE TEAM PROJECT

The Team consulting project is a hands-on exercise with the goal of enhancing students' understanding of real business issues and challenges. As the integrative project for all your IBH courses this semester (i.e., IBH 2AB3, IBH 2AC3, IBH 2AD3, IBH 2BA3), the project will give you an opportunity to consider how the concepts and techniques discussed in the program apply to real business challenges and opportunities.

A team of 6 individuals will take on the role of a consulting engagement team for a publicly traded Canadian company. Please remember that a **team** is a small number of people with **complementary skills** who are committed to a common purpose and high performance for which they hold themselves **accountable**. (Please **view** the teamwork exhibited by [Geese in flight!](#)).

Teams will be formed by the IBH program Director's office and communicated to the panel of instructors ([nainar@mcmaster.ca](mailto:nainar@mcmaster.ca); [nassia2@mcmaster.ca](mailto:nassia2@mcmaster.ca); [gorgulub@mcmaster.ca](mailto:gorgulub@mcmaster.ca); [wagnernm@mcmaster.ca](mailto:wagnernm@mcmaster.ca)). Once the IBH program Director's office makes the teams known, each team will select a Group Coordinator who will liaise with the Professor(s). After the teams are formed, each team will be assigned a primary faculty adviser, who will be the first point of contact for the team on the project.

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Deliverables for this project will include a written report and a class presentation, which should be prepared as though you are a consulting engagement team presenting recommendations to the organization's board of directors. In other words, you get to pretend (dry-run) to be a *Management Consultant*. **The project is worth a total of 30% of your final grade in each of your 4 IBH courses this semester.**

### General Instructions

The team is required to select a company; investigate publicly available information about that company to develop an understanding of its challenges and opportunities; and develop a series of recommendations that would enable the company to effectively respond to one or more of these challenges and opportunities. The recommendations you make must be based on research and analysis and must consider and address multiple dimensions of the business, including accounting, information system principles, statistical data analysis, human resources processes, ethical and environmental considerations and other such business related issues.

**Teams must submit a 1-page project update by 4 pm on March 1<sup>st</sup>, 2024 to the panel of instructors.** This update will not be marked and is more of a nudge to ensure that the project teams are well underway in their project work. Many of you will encounter this as time-sheets in your work environment upon graduation.

### Specific Instructions

Organizations can use a variety of strategic initiatives, programs, etc. to respond to challenges and opportunities in their environment. These initiatives and programs can relate to accounting, information system principles, ethics, environmental considerations, and human resources processes. Examples include customer loyalty programs, retail gift cards, corporate restructuring obligations, job redesign, air miles programs, product liability lawsuits, environmental liabilities, and employee benefit programs.

Choose the most relevant items for your company from amongst the examples above, or from other concepts covered in the program. Research your choices using, as appropriate, international and Canadian sources, and prepare recommendations in these areas for your organization.

**Note** - You are not to contact the organization or interview people for this project. You must use publicly available sources available through the library, internet, etc.

### Project Presentation

Each group must be ready to give a presentation of their report in class. The presenting group will have **20 minutes** maximum (and a minimum of 15 minutes) to present the highlights of its project. Please note that this is a group presentation, so one person cannot present but rather it has to be a group effort. Following the presentation, the rest of the class is expected to fully participate in the discussion of the highlights presented for a maximum of about **5 minutes**. All students are expected to attend all presentations. **Please provide a digital copy of your slides to the instructor panel at least 1 hour prior to the presentation.**

### Written Report

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Effective communication – both oral and written – is an essential component of success in the business world. All assignments will be evaluated both in terms of their substantive content and their communication effectiveness. The format of your written project report should be as follows:

- Table of Contents
- Executive Summary: This is a free-standing summary of the total report. It should be written **last** and should **not** exceed **one** page.
- Introduction: This may include brief history of the industry and company chosen and why they were chosen for study etc.
- Conception of Business Issue(s): Deeper dive into component issues in HR, IS, OR and MA. - e.g., Talent management, Budgeting games, Financial Impact and Presentation
- Conclusion: This section will state the important findings etc.
- References: Ensure all references are cited in the body of the report and vice-versa.
- Appendices

Overall, the body of the report excluding the table of contents, executive summary and appendices should **not exceed 10 double-spaced printed pages with font size not below 12 pitch.**

**The written project report is worth 20% of your final course grade and is due no later than 4:00 p.m. on Wednesday April 10<sup>th</sup>, 2024.**

### Team Development

The project includes two deliverables intended to support the development of a well-functioning project team: a team contract and a peer evaluation of group work. The team contract is worth 1.5% of your final grade and is due no later than **4:00 p.m. on Friday, February 2<sup>nd</sup>, 2024**. Completion of the peer evaluation form will be worth 0.5% of your final grade and due no later than **4:00 p.m. on Friday, April 12<sup>th</sup>, 2024**. Further details are provided in the Team Contract Assignment document and Peer Evaluation Form on Avenue.

### Evaluation

Overall the project will be worth 30% of your final course grade. That mark will be assigned to each of the group members unless the instructor determines, based on feedback from team members, that there has not been equal participation and that the mark should not be assigned on an equal basis. For this purpose, you will be given an opportunity to make your confidential peer evaluation in writing.

Please note that you will be assigned a primary faculty adviser upon the submission of the information of the formation of the project group and title. They should be your first point of contact if you have any questions on the project. In case of any possible group conflict, please signal this to your primary faculty adviser early on.

Please feel free to ask your instructors or TAs for further guidance if any of the requirements are not clear. Because the project involves multiple domains of business – that correspond to the various 2<sup>nd</sup> year IBH courses you are taking – please be mindful to direct your questions to the instructor and/or TA that are most closely aligned with the subject matter of your question(s).

**Team Project Update - One Pager (1-page MAX)**

Format: *1-page, 12-point font, 1-inch margins, 1 line space, Word format.*

Submit your group's detailed proposal for review by the course Instructors to ensure the project is not out of scope. The proposal should include some of the following components, but please do not use this as a checklist/table of contents...get creative:

1. Suitable Title - Should reflect the business
2. Business Goal:
  - Brief description of the company
  - Context where the data comes from if you are using data (sources)
  - Who is the stakeholder/client/Public Company
  - Recent trends/COVID impacts/Industry news
3. Brief description how you will incorporate content learned from all 4 courses into your project. Please clearly outline each course by including the course code while you describe what will be reviewed:
  - Class - IBH 2AB3
  - Class – IBH 2AC3
  - Class – IBH 2AD3
  - Class - IBH 2BA3
5. Implementation/Recommendations:
  - High-level/early thoughts/learnings on what you will be recommending/advising for your client
6. Backup
  - Submit any bibliography/list of websites, data resources, etc.

Submission will be due via email to all 4 professors by 4 pm on March 1<sup>st</sup>.

Please note, student groups do not get a grade for this one pager. Professors will only reach out if there are issues or concerns with the scope outlined in the above details.

## ***REQUESTING RELIEF FOR MISSED ACADEMIC WORK***

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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/>

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## ***ACADEMIC INTEGRITY***

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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](#), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only four forms of academic dishonesty:

1. plagiarism - unauthorized and/or improperly cited use of others’ work
2. self-plagiarism - using YOUR OWN previous work (e.g., submitted in a different class and/or assignment)
3. improper collaboration in group work
4. copying or using unauthorized aids in tests and examinations

The use of generative AI for the purposes of completing deliverables/assessments within this class is prohibited.

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## ***AUTHENTICITY/PLAGIARISM DETECTION***

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This course uses 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](http://www.mcmaster.ca/academicintegrity).



## ***COURSES WITH AN ON-LINE ELEMENT***

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Some courses may use on-line elements (e.g. email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, 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.

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## ***ONLINE PROCTORING***

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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.

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## ***CONDUCT EXPECTATIONS***

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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.

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## ***ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES***

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Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto: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)***

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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.

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## ***COPYRIGHT AND RECORDING***

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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.

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## ***EXTREME CIRCUMSTANCES***

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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.

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## ***POTENTIAL MODIFICATIONS TO THE COURSE***

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The instructor reserves the right to modify elements of the course – such as dates, deadlines, deliverables, and content/materials – during the term. If any modification becomes necessary, reasonable notice and communication with the students will be provided with explanation and the opportunity to comment on changes. It is the responsibility of students to check their McMaster email and course websites weekly during the term and to note any changes. It is also the responsibility of students to be present in class to ensure receiving any announcements made in the classroom.

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 in the outline. Therefore, it is possible that the topics will not be covered exactly as outlined on the following page. 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 not covered by the instructor in class.

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### ***RESEARCH USING HUMAN SUBJECTS***

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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/>

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### ***ACKNOWLEDGEMENT OF COURSE POLICIES***

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Your enrolment in IBH 2AC3 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.

**IBH 2AC3 COURSE SCHEDULE**

Date	Topic, Content & To-Do's
Jan. 12 <sup>th</sup>	<p style="text-align: center;"><b>Syllabus Overview &amp; Intros</b>  <b>Intro to HRM</b>  <i>Chapters 1 &amp; 2</i></p>
Jan. 19 <sup>th</sup>	<p style="text-align: center;"><b>Job Analysis &amp; Work Design</b>  <i>Chapter 4: pg. 82-88</i></p>
Jan. 26 <sup>th</sup>	<p style="text-align: center;"><b>Legal Environment</b>  <i>Chapter 3</i></p>
Feb. 2 <sup>nd</sup>	<p style="text-align: center;"><b>Recruitment &amp; Selection</b>  <i>Chapters 4 &amp; 5</i></p>
Feb. 9 <sup>th</sup>	<p style="text-align: center;">Exam 1 in class</p>
Feb. 16 <sup>th</sup>	<p style="text-align: center;"><b>Training &amp; Development</b>  <i>Chapter 8</i></p>
<b>Midterm Recess - Feb. 19<sup>th</sup> – 25<sup>th</sup></b>	
Mar. 1 <sup>st</sup>	<p style="text-align: center;"><b>Performance Management</b>  <i>Chapter 10, 11 &amp; 7</i>                      Integrative Project Update Due @ 4 pm</p>
Mar. 8 <sup>th</sup>	<p style="text-align: center;"><b>Compensation &amp; Benefits</b>  <i>Chapter 6</i></p>
Mar. 15 <sup>th</sup>	<p style="text-align: center;"><b>Employee Wellbeing</b>  <i>Chapter 13</i></p>
Mar. 22 <sup>nd</sup>	<p style="text-align: center;"><b>Labour Relations</b>  <i>Chapter 12</i></p>
<b>THURSDAY Mar. 28<sup>th</sup></b>	<b>Integrative Project Presentations</b>
Apr. 5 <sup>th</sup>	<p style="text-align: center;">Exam 2 in class</p>
Integrative Project Final Report Due @ 4 pm on Apr. 10 <sup>th</sup>	