

**Commerce 2BC3
Human Resource Management and Labour Relations
Fall 2024 Course Outline - Section C01**

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

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Tuesday 8:30 – 10:20 AM

Shuai Ren

Instructor

rens26@mcmaster.ca

Office: DSB A210

Office Hours: after class

Course TA:

Sulan Kith

kiths@mcmaster.ca

Office Hours: by appointment via email

Course website: <https://avenue.cllmcmaster.ca/d2l/home/639486>

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
A2L:	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):	Yes

COURSE INFORMATION

Lectures: 1hr 50 min x1/wk

Tutorials: 50 min x1/wk

Course Delivery Mode (C01): In-person meeting on Tuesday mornings plus virtual pre-recorded videos

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.

MEETING DETAILS

C01: Meets from 8:30 a.m. to 10:20 a.m. Tuesdays at **(Pls Check Your Classroom on A2L)**

The **first class** for C01 section will be:

C01: Tuesday, **September 3, 2024**

Punctuality is the sign of a true professional and shows self-discipline and respect for others. Please make whatever arrangements are necessary to begin work at 8:30 a.m.

IMPORTANT LINKS

- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)
- Top Hat registration (C01):
<https://avenue.cilmcmaster.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=639486&type=iti&rcode=Mac-3641997&srcou=639486>
- LinkedIn Learning: <https://uts.mcmaster.ca/services/teaching-and-learning/linkedin-learning/>

REQUIRED MATERIALS AND TEXTS

These items are an integral part of the lesson plan for the course, and not having these materials could have a negative impact on a student's learning outcomes for the course.

Required:

Steen, S. L., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human Resource Management*, 6th 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 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 to opt out of inclusive access and purchase 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.

Textbook Listing: <https://www.mheducation.ca/product/human-resource-management-9781260881226-can-group>

Top Hat Registration (F24 2BC3 C01): \$ FREE

<https://avenue.cilmcmaster.ca/d2l/common/dialogs/quickLink/quickLink.d2l?ou=639486&type=lti&rcode=Mac-3641997&srcou=639486>

Optional:

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

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

COURSE LEARNING OUTCOMES

Upon successful completion of this course, students will be able to complete the following key tasks:

- Describe the key principles and concepts of Human Resource Management (HRM) and Labour Relations;
- Appreciate and explain the contribution of HRM to organizational effectiveness.
- Articulate key features of evidence-based HRM;
- Contribute to the design and implementation of HR practices in organizations;
- Apply knowledge and skills related to HRM to a wide range of organizational issues;
- Understand what HRM is and different schools of thought affecting modern HRM policies and practices.
- Understand why HRM is important and how it can be associated with organization strategies.
- Appreciate various HRM practices that can enhance organizational effectiveness.
- Understand the advantages and limitations of People/HR analytics and AI/algorithmic management.

CLASS FORMAT

This course will use a blended learning approach, consisting of synchronous and asynchronous learning as outlined in the table below. On your schedule, you will notice that the class is scheduled in two sessions: a one 1 hour, 50-minute synchronous in-person session and one 50-minute asynchronous virtual session. We will meet in-person in the classroom during the 1 hour and 50-minute session, during which you can expect to participate in a variety of collaborative learning activities. The 50-minute block is designated as asynchronous learning time during which you should prepare for the upcoming in-person class sessions by watching the pre-recorded lecture presentations, reading the text material, etc. In exceptional circumstances, the instructor may decide to have a virtual class meeting during the asynchronous session; if that is to occur, you will be informed in advance via Avenue.

ACTIVITY	DELIVERY	DESCRIPTION	TECHNOLOGY TOOL(S)
Lecture Core Content	Asynch	Pre-recorded lecture videos	Available via Avenue
Readings	Asynch	Textbook content of each unit	In assigned textbook or link available in Avenue
Activities, Discussions, Live lectures	In-person Class	Classes will include interactive activities, and discussions, designed to focus on the application of concepts and real-world cases.	In-person

COURSE EVALUATION

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 chapter and watch the pre-recorded lectures **before** the synchronous/in-person class session. The pre-recorded lectures will highlight, and supplement assigned readings.
- Attend synchronous/in-person class; 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.

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
Midterm Exam	30%	In-person exam based on the textbook and class content.
Assignment – 2 parts	30%	Students will work in groups of 2, 3 or 4 or individually to complete a 2-part assignment. Part 1 is worth 5%. Part 2 is worth 25%.
In-class Engagement Activity	10%	Students must participate in class activities and respond to several interactive Top Hat activities (completing polls, answering questions, etc.) or submit activities to A2L for each class; the lowest score will be dropped.
Final Exam	30%	In-person exam based on the textbook and class content.

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, October 11, by 8 PM (EST)**
- **Part 2 (worth 25%), due Thursday, December 5 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 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. If under special circumstances (eg, per accommodation) that you cannot complete group work, you need to request approval in advance to work individually
- 4) All students in a 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 EXAM (30%)

The mid-term exam – scheduled for **Wednesday, October 23, 2024 from 7-8:30 PM** will assess content from the assigned text readings, recorded lectures and from the class activities, discussions and/or exercises. The exam will be 90 minutes long, in multiple choice questions format, containing 50-75 questions. If the content coverage of the exam is to be different from what is outlined in the course schedule, the instructor will notify the students in advance of the exam date.

NOTES:

1. The mid-term is scheduled by the Student Experience office and will be administered at the time and location as indicated in the course schedule.
2. All sections of COM 2BC3 will write the midterm on the same day at the same time.
3. The content of the midterm exam will be similar across the various sections, but will include instructor-specific content, thus you must write the exam in the section you are registered in.

Please note the following information should you miss the mid-term exam:

Pre-approved mid-term absences:

Submit a request to Student Experience office 10 business days prior to the midterm date for the following reasons:

- o Religious observance (RISO form)
- o Varsity sports requirements
- o Midterm conflicts
- o Known absence (i.e., scheduled medical procedure)

For students who are approved to miss a midterm, the SE Commerce office will coordinate a time for these students to rewrite their exam.

Unexpected Emergency Absences:

Students who miss a mid-term due to unexpected reasons (eg, illness) needs to obtain MSAF – Administrative Report for Mid-term. This must be submitted, with any required supporting documentation, to the Student Experience Office, within five (5) business days of the missed coursework.

In the case an MSAF-Administrative Report for Mid-term is approved, student will write a cumulative final exam and have the weight of the mid-term redistributed to the final. (see *Final Exam* below).

FINAL EXAM (30%)

The final exam will take place during the December examination period and will be scheduled by the Registrar's Office. The format of the Final Exam will be similar to the mid-term consisting of multiple-choice questions, based on the assigned readings, recorded lecture material, and content 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 also contain instructor-specific content, thus you must write the exam of the section you are registered in.

The final exam will not be cumulative (i.e., it will be based on units that were not covered on the midterm exam). However, if you missed the mid-term (eg, who receive approval for missed academic work due to

emergency) will write a cumulative final exam at the discretion of the instructor. This cumulative final will count 60% towards the course grade.

IN-CLASS ENGAGEMENT (10%)

Your learning in this course will depend on your active engagement and participation in the in-person class sessions, during which there will be a variety of collaborative learning opportunities, including case/scenario discussions and other activities. Your class engagement will be evaluated as being complete (1/1); partially complete (0.5/1); or incomplete/ not submitted (0/1). Altogether, they will be worth 10%, with each one having equal value (1% each). It is anticipated that there will be 11 in-person class sessions. Your engagement will be evaluated in all of these class sessions, but your top 10 scores will be counted toward your final grade. **In-Class Participation are not eligible for MSAF.** Instead, your lowest scores will be dropped from the final course grade.

You may only receive credit for class engagement if you attend in-person and participate in and complete the required activities. Attempts to receive credit for class engagement when you are not in attendance will be considered academic dishonesty.

LATE ASSIGNMENTS

In-class work cannot be submitted after the class is over. Make sure you upload/hand-in any papers, worksheets, and so on before you leave the classroom. Late after-class assignments will be penalized 10% for each day they are late.

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.

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 (Nov. 8, 2024).

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

Students who have concerns about the course content, evaluation methods, or delivery should first reach out to the course instructor. If your concern remains unresolved after speaking with the instructor, you may then reach out to the relevant Area Chair for further consideration.

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.degroot.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

* Non-Commerce students must follow the Missed Course Work protocols outlined by their home faculty and Program Office.

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

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.

GENERATIVE AI

Students are not permitted to use generative AI in this course for any work that is submitted to earn credit towards final course grade (i.e., the assignment, submitted in-class work). In alignment with [McMaster academic integrity policy](#), it “shall be an offence knowingly to ... submit academic work for assessment that was purchased or acquired from another source”. This includes work created by generative AI tools. Also stated in the policy is the following, “Contract Cheating is the act of “outsourcing of student work to third parties” (Lancaster & Clarke, 2016, p. 639) with or without payment.” Using Generative AI tools is a form of contract cheating. Charges of academic dishonesty will be brought forward to the Office of Academic Integrity.

For some in-class activities, students may use generative AI for brainstorming and internet research to facilitate class and/or group discussion, if such use is specifically authorized by the instructor.

It is the student’s responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

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](#).

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

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. Avenue to

Learn, 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, 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, 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 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.

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, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment 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.

COURSE SCHEDULE

**Commerce 2BC3 C01
Human Resources Management and Labour Relations
Fall 2024 Course Schedule**

Date	Week	TOPIC	Key Dates/Deliverables
Sept. 3	1	Course Overview & HRM Intro	Review Supplemental Materials
Sept. 10	2	HRM Strategies & Trends (Guest Speaker on HR Analytics & AI)	Read Chapter 1 and Review Recorded Lecture
Sept. 17	3	The Legal Environment Health & Safety	Read Chapter 2 and Review Recorded Lecture
Sept. 24	4	Analysis and Design of Work	Read Chapter 3 and Review Recorded Lecture
Oct. 1	5	HR Planning & Recruitment	Read Chapter 4 and Review Recorded Lecture
Oct. 8	6	Selection	Read Chapter 5 and Review Recorded Lecture Assignment Part 1 due Friday, Oct. 11, by 8 PM
Oct. 15		Midterm Recess – No Classes	
Oct. 22		MIDTERM EXAM: Oct 23 @ 7-8:30 PM Covering Week 1-6 Material)	Read Chapter 6 and Review Recorded Lecture
Oct. 29	7	Training & Development	Read Chapter 7 and Review Recorded Lecture
Nov. 5	8	Performance Management	Read Chapter 8 and Review Recorded Lecture
Nov. 12	9	Total Rewards	Read Chapter 9 and Review Recorded Lecture
Nov. 19	10	Labour Relations	Read Chapter 10
Nov. 26	11	Global HRM	
Dec. 3			Assignment Part 2 due Wednesday, December 4 by 8 PM
Final Exam to be Scheduled by Registrar’s Office between December 6-19, 2024.			