

# COMMERCE 2BC3 (C03) HUMAN RESOURCE MANAGEMENT AND LABOUR RELATIONS

## FALL 2024 COURSE OUTLINE INSTRUCTOR: DR. AARON SCHAT

Human Resources and Management Area  
DeGroot School of Business  
McMaster University

### ***COURSE OBJECTIVES***

As a core course in the Commerce program, this course is designed to: (1) facilitate students' learning of key principles and concepts of Human Resource Management (HRM) and Labour Relations; (2) develop students' awareness of the skills and tools needed for HRM decisions; and (3) provide students with the opportunity to apply knowledge and skills related to HRM.

### ***INSTRUCTOR AND CONTACT INFORMATION***

<p><b>Dr. Aaron Schat</b> Associate Professor &amp; Associate Dean Email: <a href="mailto:schata@mcmaster.ca">schata@mcmaster.ca</a></p> <p>Office Hours: by appointment</p> <p><b>Course TA</b> Shuai Ren <a href="mailto:rens26@mcmaster.ca">rens26@mcmaster.ca</a></p>	<p><b>Section C03</b> Monday, 2:30 - 4:20 PM <u>Synchronous / In person</u></p> <p>Wednesday, 2:30 - 3:20 PM: Asynchronous (no class meeting)</p> <p><b>Course Website</b> <a href="http://avenue.mcmaster.ca/">http://avenue.mcmaster.ca/</a></p>
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### ***COURSE ELEMENTS***

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

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## ***COURSE DESCRIPTION***

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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.

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## ***COURSE MATERIALS***

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Steen, S. L., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2023). *Human Resource Management*, 6<sup>th</sup> Canadian Edition. McGraw-Hill: Toronto.

Note: The “Immediate Access” program available through McMaster’s Campus Store is being used for this course. This means that you can 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 (\$85.95) will be charged to your student account.

You have the option of opting out of immediate access. If you prefer to acquire a print version of the text, you will have the option to purchase a print copy through your Connect access via Avenue.

Other materials:

- Additional readings and materials may be assigned during the semester at the discretion of the instructor.
- Announcements, updates, and scheduling changes will be posted via the course website (Avenue to Learn) so be sure to check website regularly.

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## ***LEARNING OUTCOMES***

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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.

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### ***COURSE DELIVERY***

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This course will use a blended learning approach, consisting of asynchronous learning and synchronous, in-person 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. You can use that time (or any other time you prefer) to prepare for the upcoming in-person class sessions by watching the pre-recorded lecture presentations and reading the text material. 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.

<b>ACTIVITY</b>	<b>DELIVERY</b>	<b>DESCRIPTION</b>	<b>TECHNOLOGY/TOOL(S)</b>
<b>Lecture Core Content</b>	Async	Pre-recorded lecture videos	Available via Avenue
<b>Readings</b>	Async	Text content of each unit	In assigned textbook or link available in Avenue
<b>Activities, Discussions, Live lectures</b>	In-person Synchronous	Classes will include interactive activities, discussions, etc., designed to focus on application of concepts to cases, scenarios, etc.	You may bring laptop or tablet to class

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### ***COURSE EXPECTATIONS***

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You are expected to contribute to a respectful and collaborative learning environment during classes and in all 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 respectful engagement**.

These are the expectations for your work in this course:

- Come to each in-person class prepared by completing the assigned readings, watching the pre-recorded lecture, and being ready to engage/discuss the topics covered each week. The pre-recorded lectures will highlight and supplement assigned readings.
- Attend and participate in the in-person classes by engaging in discussions and activities with your peers and the instructor in an inviting, thoughtful, and respectful manner.
- Complete and submit your assignments and in-class deliverables as instructed.

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### ***IMPORTANT LINKS***

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- [Mosaic](#)
- [Avenue to Learn](#)
- [Student Accessibility Services - Accommodations](#)
- [McMaster University Library](#)

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### ***COURSE EVALUATION & DELIVERABLES***

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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 at the instructor's discretion 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 MSAF. Your final grade will be calculated as follows:

<b>GRADE COMPONENT</b>	<b>WEIGHT</b>	<b>DESCRIPTION</b>
<b>Midterm Exam</b>	<b>30%</b>	The midterm exam will take place on October 23 and will consist of multiple choice questions based on material covered before this date (details to be announced)
<b>Assignment – 2 parts</b>	<b>30%</b>	Students can 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%.
<b>In-class Engagement</b>	<b>10%</b>	Students must participate in interactive class activities and submit work as required
<b>Final Exam</b>	<b>30%</b>	A final exam will be administered during the final exam period, scheduled by the registrar's office

## ***COURSE DELIVERABLES***

### ***ASSIGNMENT (30%)***

Students will work individually or in groups of 2, 3, or 4 (must be from the same section) 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 Wednesday, December 4 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 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 midterm exam – scheduled for **Wednesday, October 23, 2024 from 7-8:30 PM** – will be composed of 50-75 multiple choice questions drawn from the text readings, recorded lecture material, and content from the class activities, discussions and/or exercises. If the content coverage of the exam is to be different from what is outlined above, the instructor will notify the students in advance of the exam date.

All sections of COM 2BC3 will write the midterm on the same day at the same time. **The content of the midterm exam will be similar for all course sections, but because there may be some instructor-specific content, you must write the exam of the section you are registered in.** More details will be announced in class.

#### Pre-approved Mid-term Absences:

If you have a conflict with the date and time of the midterm exam for one of the following reasons, you must submit a request to Student Experience office 10 or more business days prior to the mid-term exam date:

- Religious observance (RISO form)
- Varsity sports requirements
- Conflicts with mid-term exams in other courses
- Known absence (i.e., scheduled medical procedure)

For students who are approved to miss the scheduled midterm for one of the designated reasons, the Student Experience office will coordinate an alternate time to rewrite their exam.

#### Unexpected Emergency Absences:

Students who miss a mid-term for unexpected reasons (e.g., illness) will need to complete MSAF (Administrative Report) for the missed midterm exam. For more information, please see the information and links provided below in the section entitled “Requesting Relief For Missed Academic Work”.

### ***FINAL EXAM (30%)***

The final exam will take place during the December examination period and will be scheduled by the Registrar’s Office. Similar to the midterm, the format will likely be multiple choice, based on the assigned readings, recorded lecture material, and content from class periods (e.g., lectures, activities, videos, discussions). The content of the final exam will be similar for all sections, but because there may be some instructor-specific content, 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, for those who receive approval for missing the mid-term exam

due to an unexpected absence, and for whom the value of the midterm exam is added to the value of the final exam, the final exam may be cumulative at the discretion of the instructor. More information about the final exam will be provided later in the course.

### ***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. During each in-person class, you will be asked to submit a deliverable based on the in-class activity and, in some cases, respond to questions administered via Top Hat. Your completion of these elements of class engagement in each class 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.

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.

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### ***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/>

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

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### ***COMMUNICATION AND FEEDBACK***

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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.

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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](#).

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.

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

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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](http://www.mcmaster.ca/academicintegrity)

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## ***GENERATIVE AI***

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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.

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

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***Some courses may*** use on-line elements (e.g. e-mail, Avenue to Learn (A2L), Top Hat, 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.

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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.

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### ***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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### ***POTENTIAL MODIFICATIONS TO THE COURSE / EXTREME CIRCUMSTANCES***

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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 in this document.

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.

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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 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 F24 COURSE SCHEDULE**

Week of:	Unit	TOPIC	Key Dates/Deliverables
Sept. 3		No in-person class for C03 this week	
Sept. 9	Syllabus	Course / Syllabus Overview	
Sept. 16	1	Introduction to HRM continued	Read Chapter 1 and view recorded lecture
Sept. 23	2	Analysis and Design of Work	Read Chapter 3 and view recorded lecture
Sept. 30	3	The Legal Environment (No in-person class for C03 on Monday, Sept. 30 due to holiday)	Read Chapter 2 (pp. 36-53) and view recorded lecture
Oct. 7	4	Recruitment	Read Chapter 4 and view recorded lecture <b>Assignment Part 1 due Oct. 11 by 8 PM</b>
Oct. 14		Midterm Recess – No Classes	
Oct. 21	5	Selection	Read Chapter 5 and view recorded lecture <b>Midterm Exam: Wed., Oct. 23 @ 7-8:30 PM</b>
Oct. 28	6	Training & Development	Read Chapter 6 and view recorded lecture
Nov. 4	7	Performance Management	Read Chapter 7 and view recorded lecture
Nov. 11	8	Pay	Read Chapter 8 and view recorded lecture
Nov. 18	9	Health & Safety	Read Chapter 2 (pp. 53-65) and view recorded lecture
Nov. 25	10	Labour Relations	Read Chapter 9 and view recorded lecture <b>Assignment Part 2 due Dec. 4 by 8 PM</b>
Dec. 2	11	Global HRM / To be determined	Last day of classes – December 5
Final Exam to be Scheduled by Registrar's Office between December 6-19, 2024.			