

## IBH 2AC3: TALENT MANAGEMENT

Wednesdays: TIME 14:30-17:20 (2:30-5:20 pm)

WINTER 2024 COURSE OUTLINE

Instructor: Professor Heather Orr-Mullings

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Office hours: By appointment

Human Resources & Management Area

DeGroot School of Business

McMaster University

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### COURSE OBJECTIVES

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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
4. Create a context for students to consider and engage the variety of challenges (e.g., ethics, sustainability, diversity) that involve and arise from the interactions between workers, organizations, unions and the social environment

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### COMMUNICATION AND FEEDBACK

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For questions related to course content, structure and procedures, **please use the syllabus as your first point of reference**. If you still have questions, please contact me via email using your mcmaster.ca email. If you communicate with me via other platforms, I will not be able to communicate with you regarding matters that have to do with your course. This will help me to confirm your identity.

I will respond to emails during business hours (9am-5 pm) on weekdays as soon as possible. I will not respond to emails from Friday evening sunset until Saturday evening sunset. 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 ensure that you check the A2L course site regularly so that you have access to communication and required materials.

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**COURSE ELEMENTS**

Credit Value	3	Innovation	Yes	Final Exam	No
A2L	Yes	Experiential	Yes	Global View	Yes
Evidence-based	Yes	IT Skills	Yes	Written Skills	Yes
Leadership	Yes	Numeracy	Yes	Oral Skills	Yes
Ethics	No	Group Work	Yes	Guest Speaker(s)	Yes

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**COURSE DESCRIPTION**

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 labor relations.

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**LEARNING OUTCOMES**

Upon completion of this course, students will:

- Know the key principles and concepts of Human Resources/Talent Management and Labor Relations
- Understand and be able to constructively engage the challenges, opportunities, problems and achievements that arise from interactions between organizations, workers, the social environment and unions
- Appreciate the contribution of Human Resources/Talent Management to the effective functioning of organizations, workers and society
- Be exposed to evidence-based Human Resources/Talent Management
- 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
- Be able to apply Human Resources/Talent Management concepts to organizational and social challenges

These objectives will be accomplished by:

Reading of text

- Course material
- In-class activities
- Case studies
- Discussions
- Debates
- Games
- Videos
- Student Contributions
- Quizzes

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## COURSE DELIVERY & EXPECTATIONS

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The course will rely on discussions and experiential components that aim to promote discourse, conversation and dialogue. Active participation is required and prepared 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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There will be a combination of readings and content/materials will be assigned from an open access, textbook, journals which can be accessed through the library, industry publications/reports, You Tube videos and other platforms.

The 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 materials for access s should they be necessary for your learning.

Required Textbook (Open Access – offline copy can be downloaded):

Human Resources Management published by the University of Minnesota:

<https://open.lib.umn.edu/humanresroucement/>

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## COURSE ASSESSMENT & DELIVERABLES

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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 may arise. Individual group members will all receive the same grade for projects completed together. The instructor has the right to adjust as becomes necessary to individual groups on group assignments if there is evidence of greater individual contribution.

Missed deliverables will incur a grade of zero (0) unless there is evidence that there is a reason based on absence, etc., Please follow the university's regulations and speak with me or email me about missed assignments. All deliverables must be completed. For group assignments, if group member(s) are ill, it is still the responsibility of the group members to complete the projects. Late deliverables will lose 10% each day that they are late.

Final Grades will be calculated as follows:

GRADE COMPONENT	WEIGHT	DESCRIPTION
Exam 1	30%	Week 5 (multiple choice & True & False)
Exam 2	30%	Week 12 (Case study & short answer based)
Class Participation	10%	Each student is expected to participate in class activities
Integrative Project	30%	Students will work in groups on an integrative project spanning a written report (18% team development exercises (2%) and presentation (10%))
Total	100%	

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### EXAMS

There will be two exams during the duration of the course. The number/type of questions featured on each exam may differ. The weight of each question on any given exam may also be different to align with respective level of difficulty/effort. The first exam will be multiple choice and true and false. The second exam will be case based and short answer based. Information about what to study as pertains the curriculum will be communicated before the exam.

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### PARTICIPATION

You will be expected to show up and participate in all class activities, discussions and events. This item speaks to **participation and not attendance**. There are high expectations on students with regards to engagement and contributions in every class. So please aim to:

- Contribute analytical and thoroughly by bringing a contribution that exhibits knowledge to the assigned content
- Show initiative by proposing thoughtful and engaging discussion questions that further you and your peers learning
- Exhibit collegiality and professionalism when engaging in class
- Show respect to other person's thoughts, mindsets and opinions.

Participation will be assessed on an ongoing basis through the semester. Participation grades will be released at the end of the semester. You are welcome to speak with me from time to time to find out about your participation efforts by scheduling a meeting.

Name cards will be given to help to ensure that participation grades are being given to the correct individual. Your name must have your first and last name clearly written and displayed for every class. Your official McMaster student ID will be used to ensure that you are being assessed correctly. Please keep notes of your participation in class, should you wish to appeal your participation grades – your requests will need documentation evidence.

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## INTEGRATIVE TEAM PROJECT

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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 the project will give you an opportunity to consider how the concepts and techniques discussed in the program applies to real business challenges and opportunities.

A team of 6(six) 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 Directors' office and communicated to the panel of instructors. Once the IBH program Director's office confirms the teams, 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.*

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. The project is worth a total of 30% of your final grades in each of your four (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<sup>th</sup> of March 2025** to the panel of instructors. This update will not be marked and is more of a reminder to ensure that the project teams have almost completed their project. Putting together a work-plan is crucial to this process.

### **Specific instructions:**

Organizations can use a variety of strategic initiatives, programs and methodologies 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 program, retail gift cards, corporate restructuring obligations, job redesign, air miles programs, product liability lawsuits, environmental liabilities, training and development and employee benefit programs.

In your groups, you will choose the most relevant initiatives and programs covered in this program to assist you in completing this project. Your choices should be Canadian and international based company and should be thoroughly researched concluding with you providing recommendations.

Note: You are not to contact the organization or interview people for this project. You must use publicly available sources such as the library, the internet, books and other publications.

### **Project presentation:**

Each group must be ready to give a presentation of their report in class. The presenting group will have 15 minutes (minimum) to 20 minutes (maximum) to present the highlight of its project. All group members **MUST** present. Please ensure that you have presentation accents such as power point or any other exhibits to complete the presentation. After the presentation, the class is expected to fully participate in the discussion of the highlights for a maximum of five (5) minutes. All students **MUST** attend the presentations. Please provide a digital copy of your slides to the instructor panel at least 1 hour prior to the presentation.

### **Written Report**

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:

<b>Item</b>	<b>What should be included</b>
Table of Content	All relevant page chapters, tables, charts etc.,
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 reason why the company was chosen for study
Conception of Business Issues	Deeper dive into component issues in HR, IS, OR and MA – e.g. Talent Management, Budgeting games, Financial Impact and Presentation
Conclusion & Recommendations	This section will include the important findings and Recommendations
References	Please follow APA 7 referencing for all Bibliography and in text citation
Appendices	Any additional documents that is necessary

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 **30% of your final course grade and is due no later than Tuesday April 8<sup>th</sup>, 2025, at 4 pm.**

### **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 Friday, January 31<sup>st</sup>, 2025, at 4pm. Team members must remember to sign the contract. Completion of the peer evaluation forms will be worth 0.5% of your final grade and due no later than Friday, April 11<sup>th</sup>, 2025, at 4 pm. 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. The group mark will be assigned to all group members, unless the instructor sees the need to make changes based upon feedback, unequal participation etc., 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 or concerns with regards to the project. If there are any group conflicts, these should be relayed to your primary faculty adviser as early as possible. Please feel free to speak with your instructors or TAs for further guidance for further clarification. Since the project involves various domains of business – that correspond to the various 2<sup>nd</sup> year IBH course you are taking – please 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 (MAXIMUM 1 Page)***

***Format: 1 page, 12-point, 1-inch margins, 1 line space (Word format)***

Please submit your group's detailed proposal for review by the course instructor to ensure the project is not outside of scope. The proposal should include some of the following components – this is a guide, and you could add information.

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



Submission will be due via email to all four (4) professors by Friday, February 28<sup>th</sup> at 4 pm.  
Please note student groups do not get a grade for this one pager. Professors will reach out if there are issues or concerns with the scope outlined in the above details



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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.degroot.mcmaster.ca/forms-and-reources/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:

- a. Plagiarism – unauthorized and or improperly cited use of others work
- b. Self-plagiarism – using YOUR OWN previous work (e.g., submitting the same assignment or parts of an assignment in a different class)
- c. Improper collaboration in group work
- d. 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 directly to Turnitin.com or via an online learning platform 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).

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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 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 function on online platforms such as 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 student’s 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 (<https://sas.mcmaster.ca/>) (SAS) at 90-525-9140 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 have 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 protects original literary, dramatic, musical and artistic work including lectures by university instructors.

During lectures, tutorials or other methods of instruction 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 their image may be recorded by others during the class. Please speak with your instructor if you have a concern with this at any time.

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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. labor disruptions, severe weather or any other urgent national emergency). Changes will be communicated through regular McMaster communication channels such as McMaster Daily News, A2I 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 modifications become necessary, reasonable notice will be provided and the changes will be communicated with the students. It is the responsibility of all students to check their McMaster emails and course websites often during the term so that they can be apprised of any new changes. It is also the responsibility of the students to be present in class to ensure that they hear announcements.

The course outline is only a guide to give you an idea of what is expected in the classroom but can be changed should there be a necessity. At various times, the instructor could also provide additional material as becomes necessary or choose various methods to help to enhance learning. If you are absent from class, it would be good for you to speak with classmates and or group members to see what you have missed. You are responsible for all material assigned for class preparation, even if it is 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 asked to see approval from one of McMaster's Research Ethics Boards before they recruit participants and collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact the McMaster Research Ethics Board (General Board): <https://reo.mcmaster.ca> and the Hamilton Integrated Research Ethics Board (Medical Board): <http://www.hireb.ca/>.

**IBH2AC3 COURSE SCHEDULE**

<b>Week</b>	<b>Date</b>	<b>Topic, Overview, Content &amp; Chapters</b>	<b>Chapters</b>
Week 1	Wed. Jan. 9 <sup>th</sup> , 2025	Syllabus overview & Introductions, Introduction to HRM	Chapters 1&2
Week 2	Wed. Jan 15 <sup>th</sup> , 2025	Job Analysis & Work Design	Chapters 4 pages 82-88
Week 3	Wed. Jan 22, 2025	Legal Environment	Chapter 3
Week 4	Wed. Jan 29, 2025	Recruitment and Selection	Chapters 4 &5
Week 5	Wed. Feb. 5, 2025	<b>Exam in class Chapters 1-5 Multiple Choice</b>	<b>EXAM READ CHAPTER 1-5</b>
Week 6	Wed. Feb 12, 2025	Training and Development	Chapter 8
<b>Week 7, Wed. Feb 19, 2025, Mid Semester Break – No Class</b>			<b>MID SEMESTER BREAK</b>
Week 8	Wed. Feb. 26, 2025	Performance Management	Chapters 7, 10 & 11
Week 9	Wed. Mar. 5, 2025	Compensation and Benefits	Chapter 6
Week 10	Wed. Mar.12, 2025	Employee Wellbeing	Chapter 13
Week 11	Wed. Mar.19, 2025	Labor Relations	Chapter 12
Week 12	Wed. Mar.26, 2025	<b>Exam 2 in class</b>	<b>EXAM (READ ALL CHAPTERS WITH EMPHASIS ON 6,7, 10, 11, 12 &amp; 13)</b>
Week 13	Wed. Apr. 2, 2025	<b>PRESENTATION TUESDAY APRIL 1<sup>st</sup> @2:30 pm</b> <b>PRESENTATION EVALUATION 0.5%</b> <b>FRIDAY APRIL 4<sup>th</sup> at 4pm</b>	
Week 14	Wed. Apr 9, 2025	Integrative Project Final Report <b>Due @ 4 pm on Tuesday, April 8<sup>th</sup> 2025</b>	