

## Human Resource Management ADM 2337 (Section P) Winter 2012 Syllabus

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<b>Office Hours</b>	By appointment on any day of the week
<b>Class Location</b>	DMS 1130
<b>Class Hours</b>	Tuesdays 11:30 - 13:00 and Fridays 13:00 - 14:30
<b>Website</b>	Course notes and other materials available on Doc Depot
<b>Prerequisite</b>	ADM 2336
<b>Program of Study</b>	BCom mandatory course

### DELIVERABLES

Course Deliverable	Due Date, Time, Place	Weight on Final Grade
In-class case analysis	February 3, in class, end of class.	5%
In-class case analysis	February 10, in class, end of class.	5%
Mid-term exam	February 14, in class.	30%
In-class case analysis	March 2, in class, end of class.	5%
In-class case analysis	March 9, in class, end of class.	5%
In-class case analysis	March 23, in class, end of class.	5%
In-class case analysis	March 30, in class, end of class.	5%
Final Exam	Finals' week (date and time TBA)	40%

### COURSE DESCRIPTION

This course is designed to provide an overview of key human resource (HR) activities that take place in today's organizations. Topics of study include the role, strategic value, and challenges faced by HR decision-makers, legislation relevant HR practices, planning for the organization's HR needs, employee recruitment, employee selection, downsizing, employee discipline, employee performance management, training and development, compensation (salaries, incentive programs, benefits), unions, international HR (e.g., managing expatriates), and workplace health and safety.

## **COURSE OBJECTIVES**

The objectives of this course include (1) giving students an introductory overview of the variety of activities that HR professionals and typical line managers engage in when trying to manage the human resources of their organization, and (2) having students reflect on the challenges they would face were they put in a position to make HR-related decisions.

## **REQUIRED PROFESSIONAL CAPABILITIES (for students striving for CHRP designation; see <http://www.cchra-ccarh.ca>)**

This course will provide students seeking eventual CHRP designation with basic knowledge necessary toward eventual proficiency in the following entry level Required Professional Capabilities (RPCs):

- Organization Effectiveness
- Staffing
- Employee & Labour Relations
- Total Compensation
- Organizational Learning, Development, and Training
- Workplace Health and Safety
- Human Resources Information Management

*Students are encouraged to read more detailed descriptions of these RPCs at the CCHRA website.*

## **LEARNING OUTCOMES**

By the end of this course, students should be able to:

- Understand the major components (“steps”, “best practice” procedures) of HR Management functions in organizations. For each HR function or issue, students will become aware of (and be able to demonstrate in a case study or exercise) *how to* go about successfully managing that function.
- Be familiar with the theoretical, the legislative, and the practical roots of those “best practice” HR procedures. In other words, students will be able to also state *why* certain procedures must be done in a certain way.
- Through discussions with classmates’ regarding their own experiences, students will also begin to understand the limitations that organizational realities place on the practice of HR management. They will also be able to cite examples of both effective and ineffective HR practices.

## COURSE EVALUATION

Course evaluation will be based on the following criteria:

- |                               |     |
|-------------------------------|-----|
| (a) Team-based case analyses: | 30% |
| (b) Midterm exam              | 30% |
| (c) Final exam (cumulative)   | 40% |

### Team-based case analyses (30%)

Six in-class case analyses will take place throughout the semester. Students are free to form their own teams. Note, however, that teams will remain the same for the duration of the course.

Teams should be composed of 4 to 5 students.

Each group is expected to analyze the assigned case and to work together to produce a short, written case analysis report. Cases will be made available to students in advance. You will have the class period to complete the case. At the end of the class period, groups will turn in one group report. Your report should use material drawn from the text and lectures to explain and suggest ways of managing the HRM phenomena depicted in the assigned case.

Please hand in all of the following materials in the specified order:

- Cover page including your assigned team number, and all team members' name and student numbers in alphabetical order by last name.
- Case analysis.
- Team's ethical statement containing all the required information in the same order as the cover page. **Please be advised that signing for another team member is considered academic fraud. Also, failing to sign this form will result in a grade of "0."**

If you miss a case due to medical reasons or personal emergencies, it is your responsibility to contact the professor within 24 hours of the beginning of the class period you missed. You will only be allowed to make-up the case **upon providing an official document** (e.g., doctor notes in case of a medical *emergency*) detailing the reason for your absence. It is also your responsibility to contact your team members. The make-up will be on the same case assigned to the teams, but will be completed individually. Failing to contact the professor will result in a grade of "0."

You are required to take team membership seriously. If some members of a team are not pulling their weight (i.e., free-riding), one or more members of the team should encourage the free-rider(s) to work harder by suggesting how each member can specifically contribute to the team's work (such as everyone in the team having a distinct set of tasks to fulfill) and, when appropriate, by suggesting deadlines by which each member should hand something in to the team. If this does not work, one or more team members should alert the professor who will then take the necessary steps to resolve the situation and potentially penalize the free-rider(s). If you are experiencing trouble with a team member, **it is the team's responsibility to contact the professor before the date of the evaluation. Team problems that are brought to the professor's attention after the evaluation will not be considered.**

### Exams:

To pass this course, students must have a minimum average of 50% on their mid-term and their final exam combined REGARDLESS of any other marks received in the course.

The midterm (worth 30%) will be 80 minutes long (see the course agenda for the date, and for material covered), closed book, and will consist of questions which will cover material from lectures and readings discussed before the midterm exam. The format of the exam will be announced in class.

The final exam (worth 40%) will be 3 hours long, closed book. All topics covered in the course will be included in the final, although the post-midterm material will be more heavily represented. The date of the final will be determined by the Undergraduate Office later in the semester. The format of the exam will be announced in class.

Please note that students who do not stop writing at the “stop writing, drop your pens and pencils” order will have a 15% penalty on their examination.

### Exam make-up policy:

If you show up late for any exam, you will not be allowed extra time. If you show up after someone has left the room, you will not be allowed to take the exam. No exceptions!

If you miss the midterm or the final examination due to medical reasons or emergencies, it is your responsibility to contact the Telfer School of Management Undergraduate Student Services Center within 24 hours of the beginning of the class period you missed. Your absence will be excused only **upon providing an official document** (e.g., doctor’s note in case of a medical emergency) detailing the reason for your absence. **Reasons not accepted for deferred final exam are, among others: travel, employment, hobbies, tickets to events.** Please also inform your professor that you have missed the examination and that you have contacted the SSC.

### GRADE REVISION POLICY

From time to time, students have legitimate concerns about marks they have received on a Case, or Exam. It is important to understand that you do have recourse if you feel that any paper handed back to you has not been marked appropriately for the work you have submitted.

If you ever feel this way during this course, you must embark upon the following procedure within one week of the paper being handed back in class:

- 1.) Indicate in writing specifically what your concern(s) is (are). This does NOT mean that you simply say “I think I deserve more marks.” You must clearly indicate where the marker made a mistake in his/her marking of the paper. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim.
- 2.) After completing #1 above, you must submit the paper with your comments back to the Professor within one week of the paper being handed back in class. If you did not pick up the paper when it was handed back, you still have only 1 week from the original hand-back date to request a remark.

3.) If a paper is not resubmitted following the above guidelines, the Professor will regard the mark as originally assigned to be final.

NO MARKS will be changed at a later date. It is important to note that the Professor reserves the right to remark the entire paper in question and to either leave the mark as is or to change it positively or negatively as required.

### **CLASSROOM POLICY ON ELECTRONIC EQUIPMENT**

Out of respect for your education, other students and the instructor, please follow these guidelines on the use of electronic equipment during class time. Please turn off (or set to vibrate) all cell phones and blackberries. Note that answering cell phones in class is disruptive to fellow students and the professor. Please use laptop computers only for taking notes. Finally, please do not use your iPod in class. Students who do not respect these policies will be asked to leave the classroom.

### **REQUIRED TEXTBOOK AND OTHER COURSE RESOURCES**

Dessler, G., & Cole, N. D. (2011). Human Resource Management in Canada. (Canadian Tenth Edition). Toronto: Prentice Hall.

Your book's companion website: [www.pearsoned.ca/dessler](http://www.pearsoned.ca/dessler): You will find study guides, self-tests and links to other on-line resources. You are strongly encouraged to make use of these on-line self-tests to assess your knowledge of the course material. In addition, questions similar in nature and content could show up on the exams!

### **EMAIL GUIDELINES**

- Please be professional.
- Always use your university account. E-mail from other domains (hotmail, gmail) often are treated as spam.
- Always identify the course number and section in the Subject line
- Please use proper greetings. You can refer to your instructors as "Professor X" or "Dr. X." Any other title (Ms., Mrs., Miss, or Mr.) is less appropriate given the classroom context. As business students, it is imperative that you learn to use proper titles.
- Always sign your email with your first and last names and include your student number.

### **POLICY ON POWERPOINT SLIDES**

Instructor PowerPoint slides will not be made available to students. Students should be taking their own notes during the class. This policy is used in all ADM2337 sections as well as in a number of other Telfer courses. The justification is that too often students download the PowerPoint slides instead of taking detailed notes or even attending class. Their grades greatly suffer as a result.

### COURSE AGENDA-Section P

Date	Topic / Class Activities	READINGS
January 10	The Strategic Role of Human Resource Management	Chapter 1
January 13	The Changing Legal Emphasis	Chapter 2
January 17	Human Resources Management and Technology <i><b>* <u>Team membership to be finalized. Teams should turn in a list of member names and contact information of the team leader.</u></b></i>	Chapter 3
January 20	<i><b>* Practice Case analysis</b></i>	Case TBA
January 24	Designing and Analyzing Jobs	Chapter 4
January 27	Human Resource Planning	Chapter 5
January 31	Recruitment Selection	Chapter 6 Chapter 7
February 3	<i><b>* Case analysis</b></i>	Case TBA
February 7	Orientation and Training	Chapter 8
February 10	<i><b>* Case analysis</b></i>	Case TBA
February 14	<i><b>*Mid-Term Exam</b></i>	
February 17	NO CLASS	
February 21	Study Break –NO CLASS	
February 24	Study Break – NO CLASS	
February 28	Career Development	Chapter 9
March 2	<i><b>* Case analysis</b></i>	Case TBA
March 6	Performance Appraisal	Chapters 10
March 9	<i><b>* Case analysis</b></i>	Case TBA
March 13	Establishing Strategic Pay Plans Pay-for-Performance and Financial Incentives	Chapter 11 Chapter 12
March 16	Employee Benefits and Services	Chapter 13
March 20	Occupational Health and Safety	Chapter 14
March 23	<i><b>* Case analysis</b></i>	Case TBA
March 27	Fair Treatment: The Foundation of Effective Employee Relations	Chapter 15
March 30	<i><b>* Case analysis</b></i>	Case TBA
April 3	Labour Relations	Chapter 16
April 6	<b>Good Friday - NO CLASS</b>	
April 10	Managing Human Resources in a Global Business  Catch-up and review for the final <b>(NOTE: follow Friday schedule)</b>	Chapter 17

## **Beware of Academic Fraud**

Academic fraud is an act committed by a student to distort the marking of assignments, tests, examinations and other forms of academic evaluation. Academic fraud is neither accepted nor tolerated by the University. Anyone found guilty of academic fraud is liable to severe academic sanctions.

Here are a few examples of academic fraud:

- engaging in any form of plagiarism or cheating;
- presenting falsified research data;
- handing in an assignment that was not authored, in whole or in part, by the student;
- submitting the same assignment in more than one course, without the written consent of the professors concerned

In recent years, the development of the Internet has made it much easier to identify academic plagiarism. The tools available to your professors allow them to trace the exact origin of a text on the Web, using just a few words.

In cases where students are unsure whether they are at fault, it is their responsibility to consult the University's Web site at the following address, where you will find tools for writing papers and assignments: <http://www.sass.uottawa.ca/en/Toolkit/index.html> You are also encouraged to consult the "Beware of Plagiarism!" document, as well as the other documents posted on doc-depot under "Academic Fraud", that deal with this important issue, and the document entitled "How to avoid plagiarism" which can be found under the following web site [http://www.socialsciences.uottawa.ca/eng/writing\\_tools.asp](http://www.socialsciences.uottawa.ca/eng/writing_tools.asp) under *Tools for Writing Papers and Assignments*. We thank the Faculty of Social Sciences for allowing the School of Management students to consult this site.

Persons who have committed or attempted to commit (or have been accomplices to) academic fraud will be penalized. Here are some examples of the academic sanctions, which can be imposed:

- a grade of "F" for the assignment or course in question;
- an additional program requirement of between three and thirty credits;
- suspension or expulsion from the School.

Please be advised that professors have been formally advised to report every suspected case of academic fraud. In most cases of a first offence of academic fraud, the sanction applied to students who have been found guilty is an "F" for the course with an additional three credits added to their program requirements. Repeat offenders are normally expelled from the School of Management.

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