



VOTRE LIEN AVEC CE QUI COMPTE — CONNECTS YOU TO WHAT MATTERS

**ADM 2337 Sections M and R  
HUMAN RESOURCE MANAGEMENT  
Winter 2020**

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<b>Office Hours</b>	Thursdays: 11:30 – 13:00 (Note: appointment preferred). I'm also generally available right before or after class for quick questions/comments.
<b>Class Location</b>	Section M : DMS 1130 Section R : DMS 1120
<b>Class Hours</b>	Section M : Mon 08:30 - 09:50 and Thu 10:00 - 11:20 Section R : Tue 10:00 – 11:20 and Thu 08:30 - 09:50
<b>Prerequisite</b>	ADM 2336
<b>Program of Study</b>	BCom mandatory course
<b>Course Evaluation</b>	Date TBD

**DELIVERABLES\***

<b>Course Deliverable</b>	<b>Due Date</b>	<b>Weight on Final Grade</b>
Case Analysis 1	January 30, in class	5%
Midterm Exam (2 hours)	<b>Sunday, February 09, 13:00 - 15:00 Montpetit Hall (MNT): 202 and 203</b>	35%
Case Analysis 2	February 13, in class	5%
Case Analysis 3	February 27, in class	5%
Case Analysis 4	March 12, in class	5%
Case Analysis 5	March 26, in class	5%
Peer Feedback Exercise	April 02, online/in class	<b>0/25% on Cases if not completed</b>
Final Exam (2 hours)	During Exam Period: April 7- 24 (TBD)	40%

**\*To pass this course, students must have a minimum average of 50% on the individual component of the grade REGARDLESS of any other marks received in the course.**

**\*\* The peer feedback assessment at the end of term is compulsory. Failure to evaluate your peers by the due date will result in a mark of 0/25% on the cases.**

## **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.

## **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 both good and bad examples of HR practices.

## **UNDERGRADUATE PROGRAM LEARNING GOALS**

LG1 : Understand, Apply and Integrate Core Management Disciplines

LG3 : Demonstrate Leadership, Interpersonal and Communications Skills

LG5 : Unlock the value of Globalization

LG7 : Provide Value to the Business Community in a chosen Area of Specialization

LG1 – This course introduces students to the discipline of human resource management and as such contributes to their understanding of a key core management discipline and how the human resource management function integrates in the operation of the organization. The extent to which this learning goal is achieved is measured by student performance on examinations and group case projects containing questions that broadly test their understanding of key human resource management concepts.

LG3 - An important component of this course are five group case studies requiring students to work in teams. Successful performance in these group projects requires that students demonstrate a leadership role when appropriate, as well as critical interpersonal and communication skills required for effective team work. Students' communication skills will also be assessed through the peer feedback system.

LG5 – A component of this course considers global human resource management in terms of considering both different international contexts as well as multicultural workforce relative to all aspects

of the HRM function. The extent to which this learning goal is achieved will be measured through a case on this topic as well as examination questions.

LG7 – This is a required course in the Undergraduate Program HRM option as well as a core course in the program. Students who take this course will have a strong general understanding of all aspects of the HRM function and its role in the organization. Furthermore, for students striving towards their designation (Certified HR Professional), this course provides the foundational knowledge required for the entry level Required Professional Capabilities (refer to the next section for more details). This learning goal is assessed through examination questions.

**REQUIRED PROFESSIONAL COMPETENCIES** (for students striving for CHRP designation (Certified HR Professional: see <https://www.hrpa.ca/>) and Chartered Professional in HR (see <https://cphr.ca/>))

This course will provide students seeking eventual CHRP designation (and/or becoming a Chartered Professional in HR) with the basic knowledge necessary toward eventual proficiency in the following: HR Competencies by Functional Area (see [http://cphr.ca/wp-content/uploads/2017/01/CPHR\\_competency-framework\\_.pdf](http://cphr.ca/wp-content/uploads/2017/01/CPHR_competency-framework_.pdf)):

- Strategy
- Professional Practice
- Engagement
- Workforce Planning and Talent Management
- Labour and Employee Relations
- Total Rewards
- Learning and Development
- Health, Wellness, and Safe Workplace
- Human Resources Metrics, Reporting, and Financial Management

*Students are encouraged to read more detailed descriptions of these HR Competencies at the CPHR website: [http://cphr.ca/wp-content/uploads/2017/01/CPHR\\_competency-framework\\_.pdf](http://cphr.ca/wp-content/uploads/2017/01/CPHR_competency-framework_.pdf)*

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

Managing Human Resources, 8th Edition (2017)

Monica Belcourt; Parbudyal Singh; Scott A. Snell; Shad S. Morris; George W. Bohlander

ISBN-10: 0-17-657026-8 - ISBN-13: 978-0-17-657026-2

Your book has a companion website. You will find an interactive eBook and study tools in a dynamic learning environment. You are strongly encouraged to make use of these on-line self-tests to assess your knowledge of the course material. You do not need a sign up code from your instructor to access the website. You can sign up for self-study with the access code you purchased with a new edition of the textbook. If you purchased a used textbook, you can still purchase the access code separately. Instructions are available on the website listed above.

## COURSE EVALUATION

Course evaluation will be based on the following criteria:

(a) Team-based case analyses:	25%
(b) Midterm exam	35%
(c) Final exam (cumulative)	40%
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TOTAL	100%

## INDIVIDUAL COURSE GRADE POLICY

**Important, so please be sure to understand:** In this course, 25% of your final grade is based on group-work and 75% of your final grade is based on individual-work (participation in class, midterms, and final exam). **In order to pass this course, you must receive a passing grade in the course as a whole AS WELL AS a passing grade on the individual-work component of your final grade.** A passing grade is 50% or more. In other words, you must achieve 50% or more in the entire course AND 50% or more (or 40 out of the possible 80 grade points) on the **individual-work component** of your final grade.

Should you fail the individual component of this course, your final grade will be your grade on the individual component converted to a percentage. In other words, grades on the group-work deliverables will be ignored and 100% of your final mark will be based on the individual component of this course.

Come speak to me immediately if you do not understand this policy.

## TEAM-BASED CASE ANALYSES (25%)

Five 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. You must use the template provided by the professor.
- Case analysis with the answer to each question starting on a new page
- Team's ethical statement containing all the required information in the same order as specified above. **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."** A copy of the statement is appended.
- Unstapled or illegible reports will not be accepted.

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:**

One midterm exam (worth 35%) will be 2 hours long, closed book, and will consist of questions which will cover material from lectures and readings discussed before the midterm exam. The content and format of the exam will be announced in class.

The final exam (worth 40%) will be 2 hours long, closed book. All topics covered in the course will be included in the final, although the post-midterms material may 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.

If you show up late for any exam, you will not be allowed extra time. 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.

### **Anything covered in the classroom and in the assigned readings is subject to examination.**

Attendance is a key determinant of students' success. Regardless of your personal attendance decisions, *you are responsible for any information, material, or announcements given in class.* If you decide not to attend class, be sure you are willing to accept the consequences of your actions. In addition, university policy stipulates that attendance at lectures is mandatory and that a student can be excluded from taking a final exam he or she has missed four or more lectures.

### **WHAT TO DO IF YOU MISS A CASE OR AN EXAM?**

If you miss **one case**: there will be one extra makeup case scheduled at the end of the course. **All students who have missed one case will be allowed to write a make-up case at this time.**

If you miss **more than one case**: If you miss a second (or more) cases due to medical reasons or a passing in your family, 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 do a make-up case **upon providing an official document** (e.g., doctors note) detailing the reason for your absence. It is also your responsibility to contact your team members. The make-up will consist of an individual case. Failing to contact the professor within 24 hours and providing an official document detailing the reasons for your absence will result in a grade of "0."

**The Student Services Center (SSC) is the only body that can approve and manage the deferred midterm and final exams of students.** Students must contact the SSC to justify an absence from a midterm or final exam and submit the appropriate form with official documentation. Reasons such as travel, work and misreading of examination schedules are not accepted. The justification of absence from an examination is usually accepted when it is due to medical or psychological problems (with a valid medical certificate from the attending physician or from a psychologist), death in the immediate family (with a death certificate) or religious observances. If the medical problem is not foreseeable, students must submit a medical certificate bearing the date of the absence within five working days of the exam date except if extenuating circumstances prevent them from doing so; these circumstances

must be documented. Students who write an examination during the period of disability specified on the certificate cannot later plead medical/psychological problems to appeal their examination results.

The School reserves the right to accept or reject the reason offered. For more information, please consult the Academic Regulations website at <http://www.uottawa.ca/about/policies-and-regulations/academic-regulations>.

Finally, note that students must complete the deferred mid-term examination before the date of the final examination period. In situations where a deferred mid-term examination has not been completed before the date of the final examination period, the weight of the mid-term examination will be automatically added to the weight of the final examination – in this situation, the combined weight of the final examination and mid-term examination may exceed 60 percent of the course grade.

Please also inform your professor that you have missed the examination and have contacted the SSC.

More information, including the form that you will need to fill out, can be found here <https://telfer.uottawa.ca/assets/bcom/documents/Deferral-Application-EN-2185.pdf>

### **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. NOTE: The opportunity to request a grade revision is **only granted to students who are in class** during the midterm feedback session or when the case is handed back.
- 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*.

**No make-up activity or assignment can be undertaken in order to improve your midterm, cases, final exam, or course marks.** The weight on final grades of the exams and the cases cannot be changed from what is outlined above.

## **REQUESTING AN ACCOMMODATION BASED ON RELIGIOUS OBSERVANCE**

A student who wishes to make a request for an accommodation based on his or her religious observance must do so by submitting a written or electronic request to the professor responsible for the course. The request for accommodation must identify the nature of the religious observance and the requested accommodation. The student is expected to assist the professor in efforts to implement reasonable accommodation, including in identifying solutions that may be reasonably pursued to address the request. The following timelines should be observed when a request for accommodation is initiated:

- for an academic requirement published in the course syllabus or otherwise communicated during or before the first class: within two weeks of the start of the course;
- for an academic requirement communicated after the first class: within five working days of the requirement being communicated to the class; and
- for a final examination: within five working days of the publication of the final examination schedule.

## **CLASSROOM POLICY ON ELECTRONIC EQUIPMENT**

Out of respect for your education, other students, and the professor, please follow these guidelines on the use of electronic equipment during class time. Please use electronic equipment only for the purpose of note taking and make sure that they are on silent or airplane mode. Note that answering smartphones in class is disruptive to fellow students and the professor. Texting and wearing headphones are equally disruptive and unprofessional.

## **EMAIL GUIDELINES**

You are expected to adhere to the following guidelines when communicating with the course professor. As instructors receive a lot of emails, be sure to adhere to the following guidelines to ensure a timely (i.e., within 24 hours) response:

- You must 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**

“Skeleton” PowerPoint slides will be made available to students, posted on Brightspace. The purpose of these slides is to assist students in taking their own notes. Note taking is highly correlated with learning and success in class. Furthermore, note taking is an essential professional skill that students should develop before entering the workforce.

## **ACCESS SERVICE FOR STUDENTS WHO NEED ADAPTIVE MEASURES**

Students who have a disability or functional limitation and who need adaptive measures (changes to the physical setting, arrangements for exams, learning strategies, etc.) to progress or participate fully in university life should contact Access Service right away:

- By visiting our office on the third floor of the Desmarais Building, Room 3172
- By filling out the online registration form
- By calling at 613-562-5976

Access Service designs services and implements measures to break down barriers to learning for students with physical or mental health problems, visual impairments or blindness, hearing impairments or deafness, permanent or temporary disabilities, or learning disabilities.

## **INTELLECTUAL PROPERTY**

All materials prepared by the course professor, including lab manuals, class handouts and exam papers, are protected by copyright. Copying or scanning them or posting them on a website (without the previous permission of the Professor) is therefore a violation of copyright and is illegal.

## **REQUIRED PEER FEEDBACK**

In this course you will be asked to provide feedback to your team members on their behavior as it relates to five teamwork competencies and the overall team dynamics and functioning of your team. These assessments are research based and feedback is a robust predictor of behavior change and performance; accordingly, these tools are meant to support you and your team's development and success. Comments you provide should be constructive, specific, balanced, polite, and respectful. Once all students have all provided feedback, your professor will release the evaluations providing you access to the results in an individual as well as overall team functioning report. You are encouraged to review this information and reflect on how you can incorporate it to improve performance. While all the feedback you provide to your team members will be anonymous (i.e. your name will not be linked to your feedback), your professor will be able to view all individual responses and may use this feedback to make adjustments to participation grades, or simply to allow you the opportunity to give and receive peer feedback. **NOTE: Failure to complete the Peer Feedback form by the due date stated in class will result in a score of "0" on the case assignment portion of your final grade (i.e., 0/25%).**

## COURSE AGENDA

Weekly Dates: Sections M/R	Topic / Class Activities	Readings
Jan 06/07	Welcome and Introduction to Human Resources Management	Ch - 1
Jan 09	Strategy and Human Resources Planning	Ch - 2
Jan 13/14	Equity and Diversity in Human Resource Management	Ch - 3
Jan 16	Job Analysis and Work Design	Ch - 4
Jan 20/21	<i>Practice case analysis (in-class)</i> <i>* Team membership to be finalized. Teams should turn in a list of member names and contact information.</i>	<i>Case TBA</i>
Jan 23	Branding the Talent Pool: Recruitment and Careers	Ch - 5
Jan 27/28	Employee Selection	Ch - 6
Jan 30	<i>*Case analysis 1 (in class)</i>	<i>Case TBA</i>
Feb 03/04	Training and Development	Ch - 7
Feb 06	<i>Catch up and midterm review</i>	
Feb 09 (Sunday)	Midterm Exam: 13:00 – 15:00: Montpetit (MNT) Hall, 125 University: MNT 202 and 203	
Feb 10/11	Performance Management	Ch - 8
Feb 13	<i>* Case analysis 2 (in class)</i>	<i>Case TBA</i>
<b>Feb 17-23</b>	<b>Reading Week – Classes Cancelled</b>	
Feb 24/25	Total Rewards, Part I	Ch - 9
Feb 27	<i>* Case analysis 3 (in class)</i>	<i>Case TBA</i>
Mar 02/03	Total Rewards, Part I (cont'd)	Ch - 9
Mar 05	<i>In class midterm feedback session</i>	
Mar 09/10	Total Rewards Part II	Ch - 10 Ch - 11
Mar 12	<i>* Case analysis 4 (in class)</i>	<i>Case TBA</i>
Mar 16/17	Promoting Health and Safety	Ch - 12
Mar 19	Employee Rights and Discipline	Ch - 13
Mar 23/24	The Dynamics of Labour Relations	Ch - 14
Mar 26	<i>* Case analysis 5 (in class)</i>	<i>Case TBA</i>
Mar 30/31	International Human Resource Management <i>Catch-up and review for the final</i>	Ch - 15
Apr 02	<i>Makeup Case (in class)</i>	<i>Case TBA</i>

## Beware of Academic Fraud

Academic Regulation 14 defines academic fraud as “*any act by a student that may result in a distorted academic evaluation for that student or another student. Academic fraud includes but is not limited to activities such as:*

- a) *Plagiarism or cheating in any way;*
- b) *Submitting work not partially or fully the student’s own, excluding properly cited quotations and references. Such work includes assignments, essays, tests, exams, research reports and theses, regardless of whether the work is written, oral or another form;*
- c) *Presenting research data that are forged, falsified or fabricated;*
- d) *Attributing a statement of fact or reference to a fabricated source;*
- e) *Submitting the same work or a large part of the same piece of work in more than one course, or a thesis or any other piece of work submitted elsewhere without the prior approval of the appropriate professors or academic units;*
- f) *Falsifying or misrepresenting an academic evaluation, using a forged or altered supporting document or facilitating the use of such a document;*
- g) *Taking any action aimed at falsifying an academic evaluation.”<sup>1</sup>*

**The Telfer School of Management does not tolerate academic fraud.** Please familiarize yourself with the guidance provided at: <http://web5.uottawa.ca/mcs-smc/academicintegrity/home.php>

### Code of Conduct

The University of Ottawa will not tolerate any act of sexual violence. This includes acts such as rape and sexual harassment, as well as misconduct that take place without consent, which includes cyberbullying. The University, as well as various employee and student groups, offers a variety of services and resources to ensure that all uOttawa community members have access to confidential support and information, and to procedures for reporting an incident or filing a complaint. For more information, please visit <http://www.uOttawa.ca/sexual-violence-support-and-prevention/>.

### Access Service for students who need adaptive measures

Students who have a disability or functional limitation and who need adaptive measures (changes to the physical setting, arrangements for exams, learning strategies, etc.) to progress or participate fully in university life should contact Access Service right away:

- By visiting our office on the third floor of the Desmarais Building, Room 3172
- By filling out the [online registration form](#)
- By calling us phone at 613-562-5976

Access Service designs services and implements measures to break down barriers to learning for students with physical or mental health problems, visual impairments or blindness, hearing impairments or deafness, permanent or temporary disabilities, or learning disabilities.

## Personal Ethics Statement Concerning Telfer School Assignments

### Group Assignment:

By signing this Statement, I am attesting to the fact that I have reviewed not only my own work, but the work of my colleagues, in its entirety.

I attest to the fact that my own work in this project meets all of the rules of quotation and referencing in use at the Telfer School of Management at the University of Ottawa, as well as adheres to the fraud policies as outlined in the Academic Regulations in the University's Undergraduate Studies Calendar. I further attest that I have knowledge of and have respected the "Beware of Plagiarism" brochure found on the Telfer School of Management's site.

To the best of my knowledge, I also believe that each of my group colleagues has also met the rules of quotation and referencing aforementioned in this Statement.

I understand that if my group assignment is submitted without a signed copy of this Personal Ethics Statement from each group member, it will be interpreted by the Telfer School that the missing student(s) signature is confirmation of non-participation of the aforementioned student(s) in the required work.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Last Name (print), First Name (print)

\_\_\_\_\_  
Date

\_\_\_\_\_  
Student Number

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Signature

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Last Name (print), First Name (print)

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