



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 361H1F
Human Resource Management
Fall 2014

Meeting Times and Locations:

- **Section L0101: Thursday 2 - 4 pm, Location WO 20**

Instructor: Professor Jelena Brcic
E-Mail: jelena.brcic@rotman.utoronto.ca
Office Hours: By Appointment
Course Website: <http://portal.utoronto.ca>
TA E-Mail: TBD

Course Prerequisites: Rotman Commerce Students: RSM260
Employment Relations and HR Management Students: IRE260H1

Course Exclusions: RSM460H1

Course Scope and Mission

No organization can succeed without harnessing the talents and abilities of its employees. Companies that successfully attract, retain, and support the best employees gain a strategic advantage over their competitors through increased performance and reduced turnover costs. Decisions about when and whom to hire, how much to pay, what training to offer, and how to evaluate employees thus have important consequences for an organization's ability to reach its objectives. As the strategic value of human capital increases, effective human resource management becomes even more vital to a company's success.

Course Objectives

- 1) Develop a critical understanding of different HRM practices and how they relate to an organization's overall business strategy. For students interested in careers in HR, this course satisfies the HRM course requirement for HRPA certification.
- 2) Gain hands-on experience with HR activities through performance-based simulations.
- 3) Learn to analyze current events from the perspective of an HR professional.
- 4) Strengthen your research, analysis, and communication skills.

Expectations for Success

- 1) Always finish assigned readings before each class.
- 2) Actively participate in class discussions, group work, and exercises.
- 3) Complete and submit all graded assignments before the deadline.
- 4) Stay engaged and informed! Think deeply about the material!

Readings

1. **Required Textbook: Managing Human Resources** (2013, 7th Canadian Edition), by Bellcourt, Singh, Bohlander, & Snell, and published by Nelson. This book is full of useful HRM information and will serve as a valuable reference volume on the topic.

Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well he or she has command of the course materials.

Course Requirement	Marks	Due Dates
News Briefings	5%	Weekly (Starting Sep 18)
HR Experiences	5%	November 27
Participation and Social Learning	10%	Ongoing
Midterm Exam	30%	Oct 16
Group Project: HRM Profile	15%	Oct 30 – Nov 27
Research Requirement Credit	3%	Dec 01
Final Examination	32%	To Be Determined

News Briefings (5%)

HRM professionals must continually be aware of current trends and events that affect the workforce. Every week, students must find a news article that relates to the topic being discussed in class that week. Students will prepare and submit a half-page summary of the article, detailing the event and how it relates to the course material. Beginning the second class, five students will be selected randomly each week to briefly discuss their chosen event. News briefings must be posted to Blackboard *prior* to class (by noon on each Thursday) **each week**, or they will not be graded. No briefings are due on October 16th, during the Midterm.

HR Experience Paper (5%)

Throughout the semester, students are encouraged to reflect on their own personal experiences related to the topics covered. For the reflection paper you are asked to select one or two topics discussed in class and further reflect on it (them). For example, if you choose Employee Selection, you can discuss an experience you had during a job interview or performing a standardized test. Each entry should focus on an experience you had with an organization's HR practice (e.g., an employer, the University, etc.). After describing the experience, briefly comment on how the organization's HR practice affected your experience. Was the overall experience positive or negative, and how was this influenced by the HR practice of the organization? How could it have been improved?

The HR Experience paper should be no longer than 4 pages, double spaced, Times New Roman, size 12 font. Papers longer than 4 pages will receive a 5% per extra page deduction. Reflection papers are due at the beginning of class on **November 27**. Papers handed in later than 4:05 pm will be considered late.

Participation and Social Learning (10%)

Regular attendance is mandatory and students are required to come to class on time. Repeated tardiness will count as an absence. Students are expected to prepare for each class and to participate fully. High levels of participation include consistent and active contribution in class discussions and activities. Each student must take an active role in creating a collaborative learning environment. Students are expected to demonstrate leadership skills with thoughtful contributions that support their own learning process, along with those of their peers.

Group Presentation: HRM Profile (15%)

Students will be assigned into groups of 5 in order to complete the HRM Profile. Groups will choose an organization to profile in detail from an HRM perspective and will deliver a 20 minute PowerPoint presentation to the class during the second half of the semester. **Marks will be deducted for presentations that go beyond 20 minutes!** Students will have to gather as much information as they can about the company's staffing policies, selection mechanisms, turnover rates, compensation packages, employee development programs, etc. Some of this information will be available in public company materials (e.g., press releases or newsletters to investors). Because access to HRM information may sometimes be difficult, you are encouraged to profile a company that you have special access to (e.g., your own employer, or that of your friends or family). The presentation should summarize the company's HRM practices and how they are related to its overall business strategy. The presentation should also detail the largest HRM challenges faced by the organization, as well as specific suggestions for HRM practices that might improve the company's overall performance. Each group will need to email me their chosen organization by **October 9**.

Research Requirement (3%)

Organizational Behaviour and Marketing researchers develop hypotheses and run experimental studies to test these hypotheses with actual behaviour. You are required to participate in three research studies. You will receive 1% credit for each hour of research you participate in. You also have the alternative option of analyzing up to three articles that report research studies, each worth 1%. This opportunity is intended to supplement the material by giving you more direct exposure to management research.

- **Participation in research studies.** To participate in a research study, sign-up for an account at <http://rotman-credit.sona-systems.com>. When you request an account, make sure you fill out all of the information accurately, including selecting the correct course and section, to ensure that you receive credit. Once you have an account, you may read over the descriptions of research studies that are posted online. When you identify a study in which you would like to participate, you may view available timeslots for that study and sign-up online to participate. Participation in each study will take between 45 and 60 minutes. You will be given credit for completing the study once you correctly answer a question about some aspect of the study. Participation in research studies will take place until **Dec 01. All three studies must be completed before this date.**
- **Analysis of article.** To analyze an article, go to the library web site and find an article that interests you in one of the following journals: the *Administrative Science Quarterly*, the *Academy of Management Journal*, the *Journal of Applied Psychology*, *Organizational Behaviour and Human Decision Processes*, or *Personnel Psychology*. The article should be published between 2006 and present. Read the article. Write a one-page summary of (a) the objectives and hypotheses of the article, (b) the importance of the issues to human resource management, (c) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, (d) the key results, (e) the strengths and weaknesses of the study, and (f) the usefulness of the results to human resource management/organizational behaviour practitioners. The analysis will be graded on a pass/ fail basis. Please email your summaries to me before **Dec 01 at 5pm**.

COURSE SCHEDULE

(Subject to change depending on the progress of the class)

Class	Topic	Readings
Sep 11	Welcome to HRM	Chapter 1
Sep 18	Legal Context: Diversity, Rights, and Safety <i>Weekly News Briefings Begin</i>	Chapter 3 Chapter 12 (Pg. 417-424) Chapter 13 (Pg. 450-457)
Sep 25	Analyzing and Designing Jobs	Chapter 4
Oct 02	Strategic HR Planning and Recruitment	Chapter 2 Chapter 5
Oct 09	Employee Selection <i>Deadline for choosing HRM Profile Organization</i>	Chapter 6
Oct 16	Midterm Exam	(2 hours in class, Lectures 1-5)
Oct 23	Training and Development	Chapter 7
Oct 30	Managing Performance <i>(HRM Profile: Groups 1 and 2)</i>	Chapter 8
Nov 06	Compensation and Reward Systems <i>(HRM Profile: Groups 3 and 4)</i>	Chapters 9 and 10
Nov 13	Collective Bargaining and Labour Relations <i>(HRM Profile: Groups 5 and 6)</i>	Chapter 14
Nov 20	Managing Human Resources Globally <i>(HRM Profile: Groups 7 and 8)</i>	Chapter 15
Nov 27	Summary and Review <i>(HRM Profile: Groups 9 and 10)</i>	
Exam Week	Final Exam	(2 hours, non-cumulative)

The design of this course and syllabus were critically informed by insights from a similar course designed by Dr. J. Hirsh (University of Toronto)

POLICY AND PROCEDURE

Missed Tests and Assignments (including midterm examinations)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.

Assignments that are handed in late will receive a deduction of 10% a day up to 5 days. After 5 days, students will receive a 0 on the assignment.

If students miss the midterm for unavoidable reasons, the final exam will be reweighted to make up for the lost marks. It is important that you write the final examination at the scheduled time. If you cannot take the exam during the regular scheduled time, you must petition with appropriate documentation for permission to take it at an alternate time, "and the most you can expect is permission to write the regular examination when the course is next offered" (Academic Handbook, Faculty of Arts and Science). That decision is made by the Faculty of Arts and Science, not the course instructor, and is not always granted. Students who, for reasons beyond their control, are unable to submit an assignment on time must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Accessibility Needs

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: disability.services@utoronto.ca or <http://www.accessibility.utoronto.ca/>.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

The University of Toronto's Code of Behaviour on Academic Matters

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> outlines the behaviours that constitute academic misconduct, the process for addressing academic offences, and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments:

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.

- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams:

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation:

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to), medical notes.

All suspected cases of academic dishonesty will be investigated by the following procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other UofT resources such as College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all UofT students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up AND properly entered on the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Research in the Classroom

Throughout the year you may be asked to participate in educational activities and demonstrations. All are meant to enhance and enrich your learning. At the end of some of these activities you may be asked additional questions that would be a part of a research project. You are welcome to decline any or all participation in these additional questionnaires should the need arise. If you have any additional reservations please speak to me.

Blackboard and the Course Page

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at www.portalinfo.utoronto.ca/students and review the Frequently Asked Questions.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted (note: students who have been previously granted

permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Blackboard materials, etc.

If permission is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.