



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM361H1F
Human Resource Management
Fall 2015

Meeting Time & Location:
Section L5101 - Monday 6:00pm-8:00pm at RT 142

Instructor: Dr. Kevin Leung (*Off Campus*)
E-Mail: kevinkw.leung@utoronto.ca
Webpage: <http://portal.utoronto.ca>
Office Hours: By appointment
Teaching Assistant: TBA

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

Expectations for Success

1. Always finished 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 course materials.

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.

<u>Course Requirement</u>		<u>Due Date</u>
Employee Selection Assignment	15%	November 2
Midterm Exam	30%	October 26
Group Project: HRM Profile	20%	Nov 16 to Dec 9
Research Requirement Credit	3%	Dec 1
Final Exam	32%	TBD; During Faculty of Arts & Science Final Examination period

Employee Selection Assignment (15%)

Students will be given a case in which they are responsible for the human resources management of an organization. Students will be asked to conduct job analyses and to develop corresponding processes for employee recruitment and selection. Students will also be asked to reflect on their own experiences as a job applicant and evaluate the organization's HR practices based on what they learned.

Details concerning this assignment will be given in class. Assignments are due (in hard copy) at the beginning of class on November 2.

Group Presentation: HRM Profile (20%)

Students will be assigned into groups of 5 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 friend 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.

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 description of research studies that are posted online. When you identify a student in which you would like to participate, you may view available timeslots for that study and sign up online to participate. Participation in research studies will take place **until December 1. All three studies must be completed before this date.** Students are encouraged to complete their participation as soon as they can.

- **Analysis of article.** To analyze an article, go to the library website and find an article that interests you in one of the following journals: the *Administrative Science Quarterly*, *Academy of Management Journal*, *Journal of Applied Psychology*, *Organizational Behaviour and Human Decision Processes*, *Leadership Quarterly*, or *Personnel Psychology*. The article should be published between 2007 and now. Read the article, then 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 practitioners. The analysis will be graded on a pass/fail basis. Please email your summaries to the instructor before December 1 at 5:00pm.

COURSE FORMAT AND EXPECTATIONS

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of written assignments. That is, you may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (www.asc.utoronto.ca) or one of the College Writing Centres (www.writing.utoronto.ca/writing-centres). These centres are teaching facilities – not editing services, where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

For Group Work:

The HRM Profile project requires students to work in teams. Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:

Conflicts are part of the team’s process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

** For an appointment with a Rotman Commerce Team Coach, please contact Elaine Zapotoczny at elaine@nikoletaandassociates.com. Elaine is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

COURSE SCHEDULE

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

Session	Date	Topic	Readings
1	Sept 14	Welcome to HRM	Chapter 1
2	Sep 21	Legal Context: Diversity, Rights, and Safety	Chapter 3 Chapter 12 (Pg. 417-424) Chapter 13 (Pg. 450-457)
3	Sep 28	Analyzing and Designing Jobs	Chapter 4
4	Oct 5	Strategic HR Planning and Recruitment	Chapter 2 Chapter 5
	Oct 12	NO CLASS – THANKSGIVING	
5	Oct 19	Employee Selection	Chapter 6
6	Oct 26	Midterm Exam	(2 hours in class, on Lectures 1-5)
7	Nov 2	Training and Development	Chapter 7
	Nov 9	NO CLASS - NOVEMBER BREAK	
8	Nov 16	Managing Performance <i>(HRM Profile: Groups 1 and 2)</i>	Chapter 8
9	Nov 23	Compensation and Reward Systems <i>(HRM Profile: Groups 3 and 4)</i>	Chapters 9 and 10
10	Nov 30	Collective Bargaining and Labour Relations <i>(HRM Profile: Groups 5 and 6)</i>	Chapter 14
11	Dec 7	Managing Human Resources Globally <i>(HRM Profile: Groups 7 and 8)</i>	Chapter 15
12	Dec 9	Summary and Review <i>(HRM Profile: Groups 9 and 10)</i>	
	TBA	Final Exam	(2 hours, non-cumulative)

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 submitted late will receive a deduction of 10% per 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 mark. 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:

accessibility.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.

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 <http://www.portalinfo.utoronto.ca/content/information-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.