



Rotman Commerce UNIVERSITY OF TORONTO

RSM 361H1F

Human Resource Management
Fall 2017

Meeting Time & Location:

Section L0101: Monday 4:00pm-6:00pm in WO35

Instructor: Afif George Nassif
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Webpage: <http://portal.utoronto.ca>
Office Hours: Available upon request

TA: Kyle Graham
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Course Prerequisites:

RSM 260H1 for Rotman Commerce Students
IRE 260H1 for Employment Relations and HR Management Students

Course Exclusions:

RSM460H1

Course Scope and Mission

One of an organization's most important resources is its talent. Aligning talent with business strategy is critical to an organization's ability to create a competitive advantage. The human resource management function can help an organization achieve this through the appropriate and effective identification, allocation, and retention of talent. Decisions such as whom to hire, how much to pay, what training to offer, and how to evaluate employees can affect an organization's ability to distinguish itself from its competitors and realize added value through its people.

Course Objectives

1. To develop an understanding of the different human resource practices and how they relate to an organization's business strategy.
2. To analyze current events and organizational challenges from the perspective of an HR professional.
3. To strengthen your communication, analysis, and research skills.

Expectations for Success

1. Finish assigned readings and class preparation prior to class. This is important because you cannot analyze cases, participate in exercises, or explore your reasoning without first acquiring the knowledge from the assigned material.
2. Help create and maintain a positive class experience through your active and thoughtful contribution to the class discussion, commitment to the course, and participation in group work activities.
3. Complete and submit graded assignments before the deadline.
4. Stay engaged and informed. Take initiative to communicate with your instructor as needed.

Required Readings

1. Required Textbook:
Managing Human Resources (2017, 8th Canadian Edition). Bellcourt, Singh, Snell, Morris, & Bohlander. Published by Nelson Education Ltd.
2. The other required material for this course is available on-line through the course page on Blackboard and through the Harvard Business School Publishing (HBSP) Website as detailed in the course schedule under the relevant lecture.
 - To access the cases that are distributed through Harvard Business School Publishing (HBSP), please click on the link below. You will need to register (if you do not already have an account) and pay with a valid credit card.

The names of the cases are:

Cirque Du Soleil	403006-PDF-ENG
Amazon as an Employer	W16106-PDF-ENG
<i>Equity on Demand: The Netflix Approach to Compensation</i>	CG19-PDF-ENG

Course link to purchase the cases on-line: [ADD LINK HERE](#)

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>Work</u>		<u>Due Date</u>
Class Contribution	10%	Ongoing
News Briefings	5%	Weekly beginning September 17 th
Research Requirement Credit	3%	TBD
Midterm Examination	30%	October 13 th , 2017 (17:00-19:00)
Group Project: HRM Profile	20%	All presentations due on Nov. 27 but the groups will actually present across the last two classes (Nov. 27 & Dec. 4)
Final Examination	32%	TBD-during Faculty of Arts & Science Final Examination Period

Class Contribution

The class activities include exercises, mini-case analyses and discussion, student presentations, and videos. This course will require students' active participation and contribution to class discussion each week. Thus, all students must attend every class on time and stay for the entire

session. It is expected that students will have completed the assigned readings and other preparation prior to class so that they can be actively and constructively involved in the class exercises and discussions.

Class contribution is evaluated on quality and not quantity. You will earn the maximum score if you make insightful, interesting, and/or thoughtful comments that contribute in a positive way to the learning environment and class experience. You will lose points for unnecessarily argumentative, disruptive, or disrespectful behavior that contributes to a negative class experience. The following behaviors are some examples of problematic behavior: arriving to class late or leaving early; unexcused absence from class, use of electronic devices (see note below), failure to turn off cell phone, inappropriate or disrespectful comments or behaviors that distract from the learning environment.

Special Note about Electronic Devices:

The use of electronic devices (phones, computers, tablets) for *any* purpose besides taking notes will result in you losing class contribution points. Not only does this behavior ensure that your learning suffers, but it unfairly impairs others' learning. Your instant messaging, texting, facebooking, tweeting, playing games, and surfing the web distracts other students, and it is *rude* to the instructor.

News Briefings (5%)

HRM professionals must continually be aware of current trends and events that affect the workforce. Beginning the second class, students must find a news article that relates to the topic being discussed in class that week. The news article should be from within the last couple of months. Students will prepare and submit a summary (approximately 150 words) of the article, detailing how the event relates to the course material of the upcoming week. Be sure to include a link to the news article in your weekly submission. Beginning the second class, three or more students will be selected randomly each week to briefly discuss their chosen article. News briefings must be posted to Blackboard *prior* to class each week (**by 11:59pm on the Sunday before class**), or they will not be graded. For example, the first news briefing is due by 11:59pm on Sunday, Sept. 17. The news article that is featured in this submission should relate to the content that will be covered in class on Sept. 18 (e.g., legal context, health & safety, or employee rights and discipline). No briefings are due during first week of class, break, Midterm, or for the final class as per the schedule.

Group Presentation: HRM Profile (20%)

Students will work in 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 strategy, staffing policies, selection mechanisms, performance management systems, 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. *To ensure that you are on the right track for the HRM profile, please submit the following information to the TA & instructor by 11:59pm on September 25: group #, names of group members, name of company, connection to the company. Please email the instructor and TA a copy of your slide deck at least 2 hours before the beginning of the class in which your group is scheduled to present.*

Midterm (30%) and Final Examinations (32%)

The midterm is 1 hour and 50 minutes and will take place on October 13. It will cover material from readings, assignments, lectures, and in-class experiences prior to the date of the midterm examination.

The final examination is 2 hours and will take place during the scheduled final examination time period. It will cover material from readings, assignments, lectures, and in-class experiences after the midterm examination. The final exam is *noncumulative*.

It is important that you write the final examination at the scheduled time. If you do not, you must petition, "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.

Please note that although the 2-hour course lectures cannot cover all of the material that is presented on the power point slides or in the textbook and case readings, you are responsible for all of the readings and learning all of the course material for the examinations as detailed above. The in-class lectures will focus on themes and highlight certain content. The slides that are posted on Blackboard will help you summarize the key points from the different readings. However, we will not necessarily cover all of the slides in detail during the in-class lectures. Nevertheless, you are responsible for them on the respective examinations.

Research Requirement (3%)

Marketing and Organizational Behaviour researchers develop hypotheses and run experimental studies to test these hypotheses against actual behaviour. The research requirement in this course is intended to supplement the material on marketing and organizational behaviour by giving you more direct exposure to research in marketing and organizational behaviour. Once you complete this research requirement, you will be given **3** points toward your grade in this course. In order that you might better understand the research process, you may fulfill this requirement by:

1. participation in three hours (credits) of research studies **or**
2. analysis of three articles that report research studies **or**
3. a combination of research studies and article analyses.

Participation. To participate in a research study, sign up for the research participation website (<https://rotman-credit.sona-systems.com>) and read the descriptions of research studies that are posted there. Once you identify a study in which you would like to participate, choose a time slot in which to participate. Studies usually take place in the behavioural lab in the Rotman building, but some studies may run online or in another physical location. Participation in the actual research will take between 45 and 60

minutes for a 1 credit study or between 15 and 30 minutes for a 0.5 credit study. You will be debriefed at the end of the study, and you will be asked to answer a question about some aspect of the study. Once you correctly answer the question you will be given credit. You must complete three credits worth of studies to fulfill your research participation requirement in this course.

OR

Analysis of Article. To analyze an article, go to the Robarts library and find a copy of one of the approved journals. If you are in a marketing course, you may use the *Journal of Consumer Research*, the *Journal of Marketing*, or *Marketing Science*. If you are in an organizational behaviour course, you may use the *Academy of Management Journal*, the *Journal of Applied Psychology*, the *Journal of Organizational Behavior*, or *Personnel Psychology*. Look through the articles from the previous three years until you find one that interests you. Read the article. Write a summary of: 1) the objectives and hypotheses of the article; 2) the importance of the issues to the marketing or organizational behaviour community; 3) the research reported in the article, including the design of the study, the sample, and the materials (stimuli) used in the study, 4) the key results, 5) strengths and weaknesses of the study, and 6) the usefulness of the results to marketers or organizational behaviour practitioners. The analysis will be graded on a pass/fail basis. You will need to review three articles to complete your research requirement. Please contact the Behavioural lab manager, Robert Latimer (416-978-4196, robert.latimer@rotman.utoronto.ca, Rotman 547), if you would like to analyze research articles to fulfill your research requirement.

COURSE FORMAT AND EXPECTATIONS

For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of 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 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 Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Nouman 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.

Weekly Schedule begins on next page...

Weekly Schedule		
Date	Topic	Readings & Deliverables
Sep. 11	Introduction	Chapter 1
Sep. 18	Legal Context; Health & Safety	News briefing due* Chapters 3 & 12 Complete supplementary reading materials listed below for the in-class activity
	Supplementary Reading Materials: https://www.canada.ca/en/employment-social-development/programs/employment-equity.html http://laws.justice.gc.ca/eng/acts/e-5.401/ - (focus on the Employment Equity section)	
Sep. 25	HR Planning; Recruitment; Job Analysis & Design	News briefing due* Chapters 2, 5, and 4 <i>Case - Cirque Du Soleil</i>
Oct. 2	Selection	News briefing due* Chapter 6
Midterm Examination - Oct. 13th (17:00-19:00)		
Oct. 16	Training & Development;	News briefing due* Chapter 7
Oct. 23	Managing Performance	News briefing due* Chapter 8 <i>Case – Amazon as an Employer</i>
Oct. 30	Compensation; Rewards; Benefits	News briefing due* Chapters 9, 10, and 11 <i>Case - Equity on Demand: The Netflix Approach to Compensation</i>
Nov. 6 – READING WEEK		
Nov. 13	Collective Bargaining & Labour Relations; Employee Rights & Obligations	News briefing due* Chapters 13 & 14
Nov. 20	International HRM <i>HR Analytics activity</i>	News briefing due* Chapter 15
Nov. 27	Presentations – Five groups	
Dec. 4	Presentations – Five groups	
TBD - Final Examination - Noncumulative		

*News briefing due: Submit on Blackboard by 11:59pm on the Sunday before class as per schedule.

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.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted

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 later report of illness made by the student to a physician.

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

If students miss the midterm examination for unavoidable reasons, a make-up examination will be scheduled. It is important that you write the final examination at the scheduled time. If you cannot take the final 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.

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.studentlife.utoronto.ca/as>.

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.

<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.

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 in writing (note: students who have been previously granted permission to record lectures as an accommodation for a disability are exempted). 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 or distribute 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.

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.