

Human Resource Management
3 credits
Prerequisite(s): BUS 250

Class Information		Instructor Information		First day of classes:	Wed., Sept. 9, 2015
Days	Wed, Fri	Instructor:	Albert Elliott MBA	Last day to add/drop, or change to audit:	Sun, Sept. 20, 2015
Time:	4:00 – 5:15	Email:	albert.elliott@ambrose.edu	Last day to request revised exam:	Mon., Oct. 26, 2015
Room:	2212	Phone:	403-390-1966	Last day to withdraw from course:	Thu, Nov. 12, 2015
Final Exam day		Office:	A1013	Last day to apply for time extension for coursework:	Mon, Nov. 23, 2015
Dec 22 nd 2015 – 9 AM in A2212		Office Hrs.	Tues-Fri 1-5:30PM by appointment	Last day of classes:	Mon, Dec. 14, 2015

Textbook: Essentials of Managing Human Resources, 5th edition ISBN 978-0-17-650692-6
Course Description:

Human Resource Management (HRM) has become a strategic function for both private and public organizations. This course provides an introduction to the conceptual and practical aspects of HRM. It focuses on the strategic nature of HRM and on the key human resource processes involved in the planning, procurement, development and maintenance of human resources, including job analysis and design, recruitment, selection, training, and compensation. The course also includes an examination of current personnel issues and trends.

Employees have been recognized by organizations as one of their crucial assets and the effective management of people is critical for organizational success. The knowledge of HRM thus is applicable in various organizational settings regardless of their size, profit orientation, and locations, particularly within a Canadian context. Whether you become a business owner, supervisor, manager or HRM professional and whatever industry or sector you work in, this course will provide you with helpful information and insights as you deal with issues relating to the management of people. In short, the course will provide you with a strong foundation in understand the basic principles and practices that human resources management entails.

Through readings, lectures, case studies etc., you will be introduced to frameworks, models, principles, and practical examples from the human resources literature, which can be applied to particular situations. Readings are scheduled and required to provide a foundation for each class session, and are a starting point for exercises and discussions. You are expected to show a high level of commitment to the course by carefully reading the assigned material before coming to class each day. This will enable you to contribute constructively to class discussions and maximize the experience for all class participants.

Expected Learning Outcomes:

By completing this overview of essential human resources management (HRM) concepts and techniques students will:

- 1) Develop an understanding of the strategic role of Human Resource Management
- 2) Be able to learn, analyze and make decisions for key HR activities; Manpower planning; Sourcing Human Resources; evaluating, motivating and rewarding human resources
- 3) Act as 'HR consultant' to analyze various situations and bring forward solutions and implementation plans for HR

Course Schedule:

The course will include 15 weeks of study, where one mid-term and one final exam will take place. Normally a new topic will be covered each week and applicable readings will be discussed in class. A number of guest lecturers will also be invited to cover specific topics in their area of expertise.

Course Requirements & Evaluation

Course grading and evaluation will be conducted as follows:

Grade Breakdown	Percentage
	%
Course Participation	15
Individual presentation	
Report	10
Class presentation	5
Group Exercise	20
Mid-term	20
Final Exam	30
TOTAL	100

Individual Presentation

Each student will have to write a commentary on journal articles or recent related news topics (a list of suggested topics will be posted by the instructor). The eligible news articles should be current (i.e. after January 1, 2014) and cover a Human Resources Management (HRM) issue(s) in the world today. You will need to acknowledge the sources in your writing and reference list. Please consult with the instructor if you need further clarification.

Papers are expected to be 2 to 3 pages in length (APA style, 11/2 line spacing, 1-inch margins) In addition

students will be required to present the ideas stated in the commentary using PowerPoint slides (5-10 slides max.) in a 10-15 minute scheduled session. It is hoped that this will energize the classroom discussion, induce critical thinking, and expose the other students to a broad range of topics relevant to the HRM syllabus.

Students need to present a summary of the article in the first paragraph highlighting the thesis of the writer. Following this, you need to analyze the issues using your HR knowledge from the course explaining their importance/relevance to HR activities/practices. You will need to assess whether the proposed solutions have merit and what the cost/benefit would be for both the employer and employees. Finally you need to conclude whether you agree with the findings/proposed solutions from a practical ethical standpoint.

You will need to submit the soft copy of the article with appropriate 'high-lighting' of key points raised in your paper.

Case Study – Group Report + Presentation

Case studies are used to analyze the relationship of theory to practice and to illustrate the practical relevance of theoretical models to HR activities. For this study I am proposing groups select a organization in Calgary (either Public, Private or 'Not for Profit' and conduct an interview with the key HR leader to discover key issues, approaches, success stories, challenges etc., that HR practitioners face as they give leadership. In preparing the report a context is required reviewing peer organizations, impacts of the local socio-economic environment, a concise profile of the organization being reviewed, plus any other related factors to your analysis and conclusions.

Normally, students will be assigned to groups and will prepare a concise 4-5 page written report using APA writing style. The paper, which should be thoughtful, clear and demonstrate critical thinking and professionalism, should include:

- ✓ Cover page
- ✓ Introduction: The reason or the purpose for the topic chosen
- ✓ Background: This should include the summary of the issue or case
- ✓ Current thinking: this should reference information obtained through your review of the literature on the topic
- ✓ Analysis: This should address how the information can/will be put into practice, your arguments for and against the subject matter, and include an implementation/applicability section.
- ✓ Conclusion: This should summarize the paper and include final thoughts about the topic.
- ✓ References: There must be at least ten references from scholarly articles as well as references from recent texts, websites and other publications
- ✓ Supplemental materials: These should be included as an appendix at the end of your paper. If you are using material from your chosen organization, permission to include it must be obtained citing the source. In addition all relevant confidentiality issues must be observed.

The ten-minute in-class presentation should summarize your analysis and recommendations for the topic chosen. When making presentations, groups should allow an additional few minutes to field questions, comment, or debate from the class. The presentation should be creative, informative and interesting, which will serve as a learning experience for the class.

The instructor will establish a date for Group proposals to be approved and establish a schedule for in-class presentations.

Mid-term and Final Exams

Exams will be used to assess student's knowledge, understanding, and application of the models, concepts, theories, and principles on materials covered in the course. Exams will not be cumulative in nature, and will be focused only on specific chapters and class material. The final exam will not be returned to the students.

Exam formats will be based on a combination of short-answer questions; short case studies; multiple-choice questions or some combination of these alternatives. Your instructor will inform which of these exam formats will be used several weeks prior to the mid-term exam.

Attendance

Each student will be responsible to read and understand the assigned readings for the week, and participate in the classroom discussions with constructive contributions. Classroom learning will consist of lectures, discussions, and mutual sharing of ideas and opinions. The instructor will post any additional readings on Moodle a week in advance. Everyone should read, reflect, and come prepared for discussion in class.

Students are expected to attend all classes. If external circumstances or illness prevent you from attending or adequately preparing for a class please let the instructor know so that this can be taken into account, as repeated absences from class will negatively impact a student's individual participation grade.

Grade Summary:

The available letters for course grades are as follows:

<i>% Grade</i>	<i>Letter Grade</i>	<i>Description</i>
95% to 100%	A+	Excellent
90% to 94%	A	
85% to 89%	A-	
80% to 84%	B+	Good
76% to 79%	B	
72% to 75%	B-	
68% to 71%	C+	Satisfactory
64% to 67%	C	
60% to 63%	C-	
55% to 59%	D+	Minimal Pass
50% to 54%	D	
0% to 49%	F	

Because of the nature of the Alpha 4.00 system, there can be no uniform College-wide conversion scale. The relationship between raw scores (e.g. percentages) and the resultant letter grade will depend on the nature of the course and the instructor's assessment of the level of each class, compared to similar classes taught previously.

Please note that final grades will be available on student registration system. Printed grade sheets are not mailed out.

Other

Please note that this schedule is provisional, and may vary from time to time depending on the progress achieved/and/or the needs of the students. Additional readings and exercises may be required from time to time.

**BUS 330 (HRM) – Human Resources Management
Weekly Reading and Assignment Schedule**

Date	Class Topic/Chapter Title	Text chapters
Sept 9 th	Course Overview	
Sept 11 th	The Challenges of HRM	1
Sept 16 th	Job Analysis and Design	3
Sept 18 th	Job Analysis and Design –cont'd	3
Sept 23 rd	Human Resource Planning, Recruitment & Selection	4
Sept 25 th	NO CLASS – Soul of the Next Economy Forum	
Sept 30 th	NO CLASS	
Oct 2 nd	Employee Orientation	5
Oct 7 th	Training & Career Development	5
Oct 9 th	Managing Performance	6
Oct 14 th	Managing Performance	6
Oct 16 th	Mid-Term	
Oct 21 st	Rewarding Employees	7
Oct 23 rd	Individual Presentations (1)	
Oct 28 th	Individual Presentations (2)	
Oct 30 th	Health & Safety	8
Nov 4 th	Management Rights	9
Nov 6 th	Employee Rights & Discipline	9
Nov 11 th	NO CLASS (Remembrance Day)	
Nov 13 th	HR in the 'Not for Profit' sector – Guest lecturer: Jeff Wimmer, MBA	
Nov 18 th	The Legal Framework of HRM Guest: Shaun Parker, Lawyer at Blake's	2

Nov 20 th	No Class (Group work)	
Nov 25 th	International HRM; Guest lecturer – Jen Stein, MSc., Total SA	11
Nov 27 th	Labour Relations & Collective Bargaining	10
Dec 2 nd	Group Presentations (1)	
Dec 4 th	Group Presentations (2)	
Dec 9 th	HR as Strategy – Class discussion	Case Studies & readings to be posted in advance
Dec 11 th	Exam review	
Dec 22 nd	FINAL EXAM	

Note: The dates and order of topics outlined in this schedule may be subject to change at the instructor's discretion throughout the term. Any changes will be communicated in advance.

Policies:

Communication

All students have received an Ambrose e-mail account upon registration. It is the student's responsibility to check this account regularly as the Ambrose email system will be the professor's instrument for notifying students of important matters (cancelled class sessions, extensions, requested appointments, etc.) between class sessions. If students do not wish to use their Ambrose accounts, they will need to forward all messages from the Ambrose account to another personal account.

Registration

During the **Registration Revision Period** students may enter a course without permission, change the designation of any class from credit to audit and /or voluntary withdraw from a course without financial or academic penalty or record. Courses should be added or dropped on the student portal by the deadline date; please consult the List of Important Dates. After that date, the original status remains and the student is responsible for related fees.

Students intending to withdraw from a course after the Registration Revision Period must apply to the Office of the Registrar by submitting a "Request to Withdraw from a Course" form or by sending an email to the Registrar's Office by the **Withdrawal Deadline**; please consult the List of Important Dates on the my.ambrose.edu website. Students will not receive a tuition refund for courses from which they withdraw after the Registration Revision period. A grade of "W" will appear on their transcript.

Exam Scheduling

Students wishing to withdraw from a course, but who fail to do so by the applicable date, will receive the grade earned in accordance with the course syllabus. A student obliged to withdraw from a course after the Withdrawal Deadline because of health or other reasons may apply to the Registrar for special consideration.

Students, who find a conflict in their exam schedule must submit a Revised Examination Request form to the Registrar's Office by the deadline date; please consult the List of Important Dates. Requests will be considered for the following reasons only: 1) the scheduled final examination slot conflicts with another exam; 2) the student has three final exams within three consecutive

exam time blocks; 3) the scheduled final exam slot conflicts with an exam at another institution; 4) extenuating circumstances. Travel is not considered a valid excuse for re-scheduling or missing a final exam.

Electronic Etiquette

Students are expected to treat their instructor, guest speakers, and fellow students with respect. It is disruptive to the learning goals of a course or seminar and disrespectful to fellow students and the instructor to use electronics for purposes unrelated to the course during a class session. Turn off all cell phones and other electronic devices during class. Laptops should be used for class-related purposes only. Do not use iPods, MP3 players, or headphones. Do not text, read, or send personal emails, go on Facebook or other social networks, search the internet, or play computer games during class. Some professors will not allow the use of any electronic devices in class. The professor has the right to disallow the student to use a laptop in future lectures and/or to ask a student to withdraw from the session if s/he does not comply with this policy. Repeat offenders will be directed to the Dean. If you are expecting communication due to an emergency, please speak with the professor before the class begins.

Academic Policies

It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Academic Calendar. Personal information (information about an individual that may be used to identify that individual) may be required as part of taking this class. Any information collected will only be used and disclosed for the purpose for which the collection was intended. For further information contact the Privacy Compliance Officer at privacy@ambrose.edu.

Extensions

Although extensions to coursework in the semester are at the discretion of the instructor, students may not turn in coursework for evaluation after the last day of the scheduled final examination period unless they have received permission for a course Extension from the Registrar's Office. Requests for course extensions or alternative examination time must be submitted to the Registrar's Office by the deadline date; please consult the List of Important Dates. Course extensions are only granted for serious issues that arise "due to circumstances beyond the student's control."

Appeal of Grade

An appeal for change of grade on any course work must be made to the course instructor within one week of receiving notification of the grade. An appeal for change of final grade must be submitted to the Registrar's Office in writing and providing the basis for appeal within 30 days of receiving notification of the final grade, providing the basis for appeal. A review fee of \$50.00 must accompany the appeal. If the appeal is sustained, the fee will be refunded.

Academic Integrity

We are committed to fostering personal integrity and will not overlook breaches of integrity such as plagiarism and cheating. Academic dishonesty is taken seriously at Ambrose University as it undermines our academic standards and affects the integrity of each member of our learning community. Any attempt to obtain credit for academic work through fraudulent, deceptive, or dishonest means is academic dishonesty. Plagiarism involves presenting someone else's ideas, words, or work as one's own. Plagiarism is fraud and theft, but plagiarism can also occur by accident when a student fails or forgets to acknowledge to another person's ideas or words. Plagiarism and cheating can result in a failing grade for an assignment, for the course, or immediate dismissal from the university college. Students are expected to be familiar with the policies in the current Academic Calendar that deal with plagiarism, cheating, and the penalties and procedures for dealing with these matters. All cases of academic dishonesty are reported to the Academic Dean and become part of the student's permanent record.

Note: Students are strongly advised to retain this syllabus for their records.