



## **BUS 330 Human Resource Management (3) Fall 2013**

### **Class Schedule**

Time : Tuesdays & Thursdays, 1:00 – 2:15 p.m.  
Location : Room A2212

### **Instructor Information**

Instructor : Dr. Aries Sutantoputra  
Phone : 403-410-2000 (ext. 6907)  
Email : ASutantoputra@ambrose.edu  
Office : Room L2052

Office hours:

- Tuesday and Thursdays, 2:15 – 3.30 p.m.
- By appointment

### **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 sizes, profit orientation and locations, particularly within 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 to help you deal with issues relating to the management of people. In short, the course will provide you with a strong foundation in understanding the basic principles and practices that human resources management entails.

Through readings, lectures, case studies, and experiential exercises, you will be introduced to frameworks, models, principles and practical examples from the human resources literature and you will learn how to apply this learning 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 prior to coming to class each day; this will enable you to come to each class ready to contribute constructively to our exercises and discussions. By contributing in this way, you will help to make the course a memorable and enjoyable experience for all concerned.

### **Course Objectives**

This course provides an overview of essential human resources management (HRM) concepts and techniques, specifically related to the main areas of HRM activity.

More specific course objectives for students are as follows.

1. To develop an understanding of the strategic role of Human Resources Management.
2. To learn, identify and analyze choices and implementations of Human Resources Strategies in these following HR activities: planning HR, attracting HR, developing and evaluating HR, motivating HR and maintaining high performance.
3. To apply these gained HR knowledge in solving problems in organizations in case studies. Students will be able to act as 'management consultant' by analyzing the situations and identifying the problems. They also need to come up with the solutions to the problems and viable plans to implement these.
4. To develop a deeper understanding on a particular aspect of HRM by writing a formal academic essay on the chosen topic by the student(s) and this is subject to approval by the instructor.

### **Course Organization**

The course will include 15 weeks of study, where one mid-term and one final exam will take place. A new topic will be covered each week, and readings in relation to the topic of the week will be discussed in class. There will be one paper submission, three commentary submissions and two case study analyses along with a presentation. In addition, there might some in-class assignments/discussions/presentations as assigned by the instructor. The active participation in class discussions is absolutely necessary to have a satisfactory grade in the course.

### **REQUIRED TEXT**

Schwind, H, Das, H., Wagar, T., Fassina, N. and Bulmash, J. (2013). Canadian Human Resource Management: A Strategic Approach (10<sup>th</sup> Ed.). Toronto: McGraw-Hill Ryerson. Available for purchase in the Ambrose College Bookstore.

Additional readings for class discussion will be provided or informed by the instructor.

## Assessment of Learning

### Grading Items

Grade breakdown	Percentage (%)	% Grade	Letter Grade	Description
Course contribution and participation	15	95% to 100%	A+	Excellent
		90% to 94%	A	
		85% to 89%	A-	
Commentaries (articles, news stories & videos) – 3 commentaries	15	80% to 84%	B+	Good
		76% to 79%	B	
		72% to 75%	B-	
Term paper	15	68% to 71%	C+	Satisfactory
		64% to 67%	C	
		60% to 63%	C-	
Case Study 1 – Group Report	5	55% to 59%	D+	Minimal Pass
Case Study 2 – Group Report + Presentation	5 + 5	50% to 54%	D	
Midterm exam	20	0% to 49%	F	Failure
Final exam	20			
<b>TOTAL</b>	<b>100</b>			

Note: All assignments have to be submitted in Moodle by the deadlines indicated in the course schedules. Late assignments will lose 10% of maximum mark (i.e. 10 out of 100 points) per day late, including weekend. After 5 days late or assignments have been reviewed and discussed in the class (whichever takes place first), assignments will not be accepted.

## **Course contribution and participation**

Each student will be responsible to read and understand the assigned readings for the week, and to participate in the classroom discussions with constructive contributions. Classroom learning will be built up by lectures, discussions, and mutual sharing of ideas and opinions in a professional attitude. Additional readings will be provided or informed by the instructor one week ahead, posted on Moodle. Everyone should read, reflect, and get prepared for discussion before coming to class.

Students are expected to attend all class meetings. 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.

## **Commentaries (articles, news stories & video) –3 commentaries**

Each student will have to write commentaries on journal articles, recent news articles and videos, which could be assigned by the instructor or could be found by his/her own independent research following the topic/theme given by the instructor.

For news articles, the sources will be newspapers (Calgary Herald, Edmonton Journal, Globe and Mail, Financial Times, Wall Street Journal) or popular press periodical (Canadian Business, Fortune, Business Week, TIME, Economist). The articles should cover a Human Resources Management (HRM) issue in the world today. The eligible news articles will have to be quite recent (i.e. after January 1, 2012). For news article commentaries, students need to draw materials from the course (lecture, textbook and class discussions) and analyze the news articles. If you use other resources (textbooks, journal articles, news articles, websites, etc.), you need to acknowledge the sources in your writing and reference list. Please consult with the instructor if you need further clarifications.

For journal article, video and news article commentaries, papers are expected to be 2 to 3 pages in length, 1½ line spacing, 1-inch margins, plus a reference list. American Psychological Association (APA) is the mandatory referencing style for this course.

Students need to present summary of the article in the first paragraph. Following this, you need to analyze the situations using HR knowledge from the course by identifying the important issues/concepts (maximum 3) in the article or video and explain their importance from HR point of view. Further on, you need to provide your views whether these HR concepts/activities are properly implemented/managed or not. Alternatively, there might be some incidents/events that will have implications to the HR activities/practices. If you deem that there are problems in the articles or videos that need solutions, you need to provide potential solution and explain the reasons. You need to be able to balance your view by taking into accounts the implications to the employers and employees (i.e. what are the costs and benefits for each party and which way to go after considering this). You also need to submit the softcopy of the article and it is recommended to highlight/underline the important points in the article using a highlighter or red-colored pen. The original article with the highlighted section is to be submitted together with the commentaries.

There's a possibility that you will be asked to present your ideas stated in the commentaries in the class sessions. It is hoped that this will energize the classroom discussion, induce critical thinking, and develop a more thorough understanding of the topic.

## **Term paper**

Each student is expected to prepare a written term paper on a topic related to the course. Topics must be approved by the instructor no later than Tuesday, 8<sup>th</sup> October 2013. Topic proposals should be one paragraph in length.

The purpose of the paper is to further explore the objectives of the course. The emphasis should be on interpreting information and analyzing the practical application of concepts. Papers are expected to be 7 to 8 pages in length, 1½ line spacing, and 1-inch margins, plus a reference list. The APA referencing style is mandatory.

The paper should include the following:

1. Cover page
2. Introduction: The introduction should include the reason or purpose of the paper.
3. Background: The background is a summary of the issue or case.
4. Current thinking/issues: Current thinking/issues include the information obtained through your review of the literature on the topic.
5. Analysis/Implementation/Applicability: The analysis/ implementation/applicability section should address how the information can/will be put into practice, and your arguments for and against the subject matter.
6. Conclusion: The conclusion should summarize the paper and include your final thoughts about the topic.
7. References: There should be at least ten references from scholarly articles, and five more from books, textbooks, websites, and other publications, in addition to any materials used in the course.
8. Supplemental materials: Any supplemental materials are to be included at the end. If you are using material from your organization, permission to include it must be obtained and the relevant confidentiality issues must be observed.

## **Case Study (Team-based assignments)**

Case studies are used to analyze the relationship of theory to practice and to illustrate the practical relevance of theoretical models to HR activities. Each student will be assigned to a team of 2 or 3 students depending on the class size. There will be two case studies that need to be analyzed and solved. The final products of these assignments will be in the form of case study reports and a presentation (i.e for the 2<sup>nd</sup> case study). Further instructions on these assignments will be discussed in the class. Final grades for group assignments will also be influenced by peer(s) evaluation component.

## **Mid-Term and Final Exams**

Exams will be used to assess students' knowledge, understanding and application of the models, concepts, theories and principles on materials covered in the course (i.e. lecture, textbook, class discussions and other additional materials assigned and/or given in the class). 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 either on an essay, or one or more short case studies, or multiple choice questions, or a number of short-answer questions, or a number of long-answer questions,

or some combination of these alternatives. Your instructor will inform which of these exam formats will be used few weeks prior to the mid-term exam.

## **Important Dates for Registration, Withdrawal, and Course Auditing**

*September 15, 2013, is the last day to enter a course without permission, or to withdraw from a course without incurring a financial penalty in terms of tuition refund, or to change to audit.*

*November 12, 2013, is the last day to voluntarily withdraw from a course without academic penalty.*

*Course withdrawal forms are available from the Registrar. Students who do not follow the proper withdrawal procedures will be recorded as having failed the course.*

## **GENERAL CLASS PROCEDURES**

1. Students are expected to accord the same professional respect to their classmates' contributions as they do to the instructor. Courtesy, kindness, and respect are great human qualities to be cultivated.

### **2. Attendance policy**

*Students are expected to attend all classes, both because of the pace and amount of material in the course, and also because of the classroom interaction and activities which are vital to the structure of the course. In the case of absence, you are responsible for the material covered and to turn in any required assignments on time.*

*Problems in coming to class should be discussed with the instructor, when possible, before the class is missed. Missed classes without prior communication with the instructor will result in loss of participation points.*

*Makeup quizzes/exams will only be given for valid reasons (illness, emergency, etc.) and with proper documentation. **Unexcused absences may result in a loss of grades.***

### **3. Lateness**

*Arriving late for class will lower your participation score. If the students happen to come late quite frequent, the instructor has the right to refuse the students joining the class session, which in turn will lower the students' participation marks.*

### **4. Time Deadlines.**

*Exams, assignments, and homework all have pre-scheduled due dates. On occasion, it may be necessary to alter these dates because of our progress during the semester. You will always be given advance notice of such changes.*

5. Students are expected to complete the assignment within the given timeframes. In the event a student cannot maintain the schedule due to some unforeseen and unavoidable emergency, an accommodation may be made at the discretion of the instructor. In the case of legitimate or approved absence, the assigned date may be rescheduled to a later date, or

if this is not practically possible, the marks may be reallocated to other components of the course grade. However, your grade may be adversely affected.

6. I will actively use Moodle for posting class-related materials (announcements, course documents, ppt. slides, or other information), and communication. Please make sure you regularly check our class' Moodle page.

## **7. In-class Use of Electronic Devices**

*The use of personal electronic devices by students in-class is purely at the discretion of the instructor. The use of music players, earphones, cell phones, PDAs, or any other personal entertainment devices will not be allowed in-class at any time. Typically, laptop or notebook computers may be utilized only for taking notes or reviewing course materials if necessary. However, if laptop use becomes a distraction for other students in the class, or is used for activities that are not class-related (i.e. Internet browsing, playing games, watching videos, emailing, chatting, etc.), the instructor will ask the student to stop using the laptop and put it away, and make a deduction to the student's course participation grade – 20% deduction for first instances; additional 40% deduction and loss of laptop use for the remainder of the semester for any repeat instances.*

*Audio or video recording of class lectures is strictly prohibited without the prior expressed consent of the instructor.*

*If you are expecting communication due to an emergency, please speak with the professor before the class begins.*

8. All work in this course is expected to be that of the individual student. The work of others is to be appropriately cited (see below on the issue of academic integrity). Any term paper or examination that misrepresents the work of others as that of the student will receive failing grade.

### **Important Notes**

*Students are advised to retain this syllabus for their records. It is the responsibility of all students to become familiar with and adhere to academic policies as stated in the Student Handbook and Academic Calendar. Personal information, that is information about an individual that may be used to identify that individual, may be collected as a requirement 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](mailto:privacy@ambrose.edu).*

*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 appropriate deadline (as listed in the Academic*

Calendar <https://www.ambrose.edu/publications/academiccalendar>). Course extensions are only granted for serious issues that arise “due to circumstances beyond the student’s control.”

Academic dishonesty is taken seriously at Ambrose University College 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 give credit 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 Ambrose. Students are expected to be familiar with the policy statements in the current academic calendar and the student handbook 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.

Course changes, including adding or dropping a course, may be made during the Registration Revision period, as outlined in the Calendar of Events. All course changes must be recorded on a Registration form, available from the Office of the Registrar. Due to circumstances such as class size, prerequisites or academic policy, the submission of a Registration form does not guarantee that a course will be added or removed from a student’s registration. Students may change the designation of any class from credit to audit up to the date specified in the Calendar of Events, although students are not entitled to a tuition adjustment or refund after the Registration Revision period.

Withdrawal from courses after the Registration Revision period will not be eligible for tuition refund. Students intending to withdraw from some or all of their courses must submit a completed Registration form to the Registrar’s office. The dates by which students may voluntarily withdraw from a course without penalty are listed in the Calendar of Events. A grade of ‘W’ will be recorded on the student’s transcript for any withdrawals from courses made after the end of the Registration Revision period and before the Withdrawal Deadline (also listed in the Calendar of Events). ‘W’ grades are not included in grade point average calculations. A limit on the number of courses from which Academic a student is permitted to withdraw may be imposed. 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.

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 Office of the Registrar in writing 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 to review final grades. If the appeal is sustained, the fee will be refunded.



**BUS 330 Human Resource Management**  
**Tuesdays & Thursdays, 1:00 – 2:15 p.m.**

**Course Schedule**

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

Week	Dates	Topic	Readings and Tasks
1	Tues, 3 Sept 2013	No class	
	Thur, 5 Sept 2013	Course Introduction  Strategic Human Resource Management	Course Syllabus  Chpt.1
2	Tues, 10 Sept 2013		Chpt.1 (Contd.)  Video: Southwest Airlines: Competing Through People  Incident 1.2: Canadian Bio-Medical Instruments Ltd
	Thur, 12 Sept 2013	Planning HR:  <i>Job Analysis and Design</i>	Chpt. 2
3	Tues, 17 Sept 2013		Chpt.2 (Contd.)  Proposal for Term Paper Review  Case Study (Discussion): Canadian Pacific and International Bank p.83
	Thur, 19 Sept 2013	Planning HR:  <i>Human Resource Planning</i>	Chapt. 3  Video: High Anxiety
4	Tues, 24 Sept 2013		Chpt.3 (Contd.)  Case Study Report and Presentation review
	Thur, 26 Sept 2013	No Class – Spiritual Emphasis Day	
5	Tues, 1 Oct 2013	Attracting HR: <i>Legal Requirements and Managing Diversity</i>	Chapt. 4

Week	Dates	Topic	Readings and Tasks
	Thur, 3 Oct 2013	No class	<b>Work on News Article Commentary assignment + Topic proposal for Term Paper</b>  <b>News Article Commentary due in Moodle by Monday, 7<sup>th</sup> Oct 2013 11:59 p.m.</b>
6	Tues, 8 Oct 2013	Attracting HR: <i>Recruitment</i>	Chpt.4 (Contd.)  Chapt.5  <b>Topic proposal for Term Paper due in Moodle by Tuesday, 8<sup>th</sup> Oct 2013 11:59 p.m.</b>
	Thur, 10 Oct 2013		Chpt.5 (Contd.)  Case (Student Group Presentation I): Maple Leaf Shoes Ltd. p.204
7	Tues, 15 Oct 2013	Attracting HR: <i>Selection</i>	Chapt. 6  Practicing Your Interview Skills exercise  Incident 6.1: A Selection Decision at Empire Inc.
	Thur, 17 Oct 2013		Chpt. 6 (Contd.)  Case (Student Group Presentation II): Maple Leaf Shoes Ltd. p.252
8	Tues, 22 Oct 2013	Placing, Developing and Evaluating HR:  <i>Orientation, Training and Development, and Career Planning</i>	Chapt. 7
	Thur, 24 Oct 2013		Mid-Term Exam
9	Tues, 29 Oct 2013	Placing, Developing and	Chpt. 7 (Contd.)  Video: HotJobs.com  Chapt. 8

Week	Dates	Topic	Readings and Tasks
		Evaluating HR: <i>Performance Management</i>	
	Thur, 31 Oct 2013		Chapt. 8 (Contd.) Case (Student Group Presentation III): Maple Leaf Shoes Ltd. p.325
10	Tues, 5 Nov 2013	Motivating and Rewarding HR: <i>Compensation Management</i>	Chapt.9
	Thur, 7 Nov 2013		Chpt. 9 (Contd.) <b>Term Paper due in Moodle by Monday, 11<sup>th</sup> Nov 2013 11:59 p.m.</b>
11	Tues, 12 Nov 2013	Motivating and Rewarding HR: <i>Employee Benefits and Services</i>	Chapt. 10 Video: Finding and Keeping the Best Employees
	Thur, 14 Nov 2013		Chpt. 10 (Contd.) Incident 10.1: Soap Producers and Distributors Ltd. p.385
12	Tues, 19 Nov 2013	Maintaining High Performance: <i>Managing Employee Relations</i>	Chapt. 11 <b>Video commentary due in Moodle by Monday, 19<sup>th</sup> Nov 2013 11:59 p.m.</b>
	Thur, 21 Nov 2013		Chpt. 11 (Contd.) Case (Student Group Presentation IV): Maple Leaf Shoes Ltd. p.424
13	Tues, 26 Nov 2013	Maintaining High Performance: <i>Ensuring Health and Safety at the Workplace</i>	Chapt.12 <b>Journal article commentary due in Moodle by Monday, 25<sup>th</sup> Nov 2013 11:59 p.m.</b>
	Thur, 28 Nov 2013		Chpt. 12 (Contd.)
14	Tues, 3 Dec 2013	Maintaining High Performance: The Union-Management Framework	Chapt.13 Case (Student Group Presentation V): Maple Leaf

<b>Week</b>	<b>Dates</b>	<b>Topic</b>	<b>Readings and Tasks</b>
			Shoes Ltd. p.457
	Thur, 5 Dec 2013		Chpt. 13 (Contd.)
15	<b>Thursday, 19<sup>th</sup> Dec 2013</b>	<b>FINAL EXAM</b>  <b>9 a.m. – 12 p.m.</b>  <b>Room: A2131</b>	