

Course Outline

Course Code	RSM 361 H1 F
Course Name	Human Resource Management
Term, Year	Fall 2025
Web page URL	https://q.utoronto.ca
Day/Time Section 101:	Friday – 11am – 1pm (class begins at 11:10am)

Instructor Details

Name	Email	Office Hours
Adam Stoehr	adam.stoehr@rotman.utoronto.ca	Arranged by appointment. Virtual or in-person
TA: Aarnav Sethy	aarnav.sethy@mail.utoronto.ca	

Course Description and Learning Outcomes

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. This is an overview course that is intended to *introduce* students to human resource management.

1. To develop a basic understanding of the different human resource management practices.
2. To understand the role of the human resource management function in an organization.
3. To develop a basic understanding of how to align human resource practices with an organization's business strategy.
4. To analyze current events and organizational challenges from the perspective of a Human Resources professional.
5. To strengthen your communication, analysis, and research skills.

Course Prerequisites

RSM 260 H1 for Rotman Commerce Students

Course Materials

Readings

1. Textbook (online OR hard copy available through U of T bookstore using the links provided in Quercus): *Managing Human Resources (2023, 10th Canadian Edition)*. Belcourt, Singh, Snell, & Morris. Cengage.
2. The other course material is available on-line through Quercus and Ivey Publishing as detailed in the class schedule. It is important that you read all cases before class.
 - Use the link below to access the cases that are distributed through Ivey Publishing. You need to register if you do not already have an account and pay with a valid credit card.
 - **These cases are copyright protected. Thus, you need to purchase your own copy of the case.**

Electronic Course Materials

This course will be using the following electronic course materials:

The names of the cases are:

- | | |
|---|----------------------|
| i. LUV It or Leave It? Southwest Airlines | HBP#CU310; ID#210407 |
| ii. Unilever's Response to the Future of Work | HBS #9-820-104 |
| iii. Walmart's Workforce of the Future | HBS #9-819-042 |
| iv. Social Salary Setting at Spiber | HBS #9-920-050 |

Course link to purchase the cases on-line:

<https://www.iveypublishing.ca/s/ivey-coursepack/a1ROF000004m9hp2AA>

These materials are available through Ivey Publishing and will cost a total of \$24.77 for the digital download. The use of these materials complies with all University of Toronto policies, which govern fees for course materials.

Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

Work	Percentage of grade	Due Date
Course Contribution	11%	Ongoing
Case Reflections	4%	See Outline and Quercus page
Test #1	25%	Oct 3 (In class)
Group Project: HRM Profile Submission and presentation	25%	Nov 20 by 11:59pm Submitted via Quercus
Final Exam	35%	TBD

Course Format and Expectations

1. Finish assigned readings, exercises, and class preparation. 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.

Course Contribution (11%)

The course activities include in-class discussion, exercises, case analyses, group work, among other activities. All of these will be taken into consideration when computing your grade on this component. It is recommended that students attend the class sessions and complete the required preparation prior to and/or after class as indicated.

Course contribution is evaluated on quality and not quantity. Contributions that are insightful, interesting, and/or thoughtful and that contribute in a *positive way* to the learning environment will be rewarded. You will lose points for disruptive or disrespectful behavior that contributes to a negative class experience.

Term Test #1 (25%),

The term test will take place in-class as per the class schedule. It will cover material from the readings, assignments, lectures, and asynchronous components. Practice questions and other information to help you prepare for the tests will be posted in Quercus. You are allowed to use a 1-page study sheet (8.5 x 11). You can use BOTH sides of the sheet if you want. More information will be provided in class

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can [book an appointment with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Final Exam (35%)

Exam will be during the exam period and will feature short essay questions. You are allowed to use a 1-page study sheet (8.5 x 11). You can use BOTH sides of the sheet if you want. More information will be provided in class

Case Reflection (4%)

We will be discussing 4 cases throughout the term. On days where we have a case assigned (look at the calendar for dates) you will be expected to turn in a short reaction/reflection paper in response to that week's case (regardless of whether you plan to attend that class in-person). You will receive a pass/fail grade on each assignment. In addition to answering some assigned case questions, to get a passing grade, you should write about 3-5 paragraphs explaining (a) what you found interesting, surprising, or confusing, and (b) how the case ties in with the course material and/or your own experience in part time/internship work or experiences you could potentially have in the future.

Group Project and Class Presentation: HRM Profile (20% report + 5% presentation)

Students are to work in groups of about five to complete the HRM Profile. You will have the choice of forming your own group or to be randomly assigned to a group by the instructor. Groups are to choose an organization to profile from an HRM perspective and to prepare a **written** report to be submitted through Quercus plus a 10-minute (max) **class presentation**. All members of the group must contribute to the final report and class presentation.

- Written Report (20%):

- Students are to gather information about the company's strategy, recruitment and selection practices, performance management systems, turnover rates, compensation and incentives, employee training and development programs, etc. Some of this information will be available in public company materials (e.g., company website, 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 former or current employer or that of your friend or family member). The written project should summarize the company's HRM practices and how they are related to its overall business strategy. The written project should also explain the largest HRM challenges faced by the organization, as well as some recommendations for how to address the challenges. Many companies and industries experienced and are still experiencing HRM challenges related to the COVID-19 pandemic. You are encouraged to learn about these challenges and to incorporate them into your analysis and report as warranted.
- The written project should be no longer than 1,750 words and will be graded on five criteria:
 - introduction and overview;
 - link to business strategy,
 - breadth and depth of coverage of HRM practices,
 - challenges and recommendations,
 - report quality and professionalism.

- Information and tips for preparing the written report and the grading criteria will be posted on Quercus.
- **Class Presentation (5%)**
 - o Groups will present the highlights of their report in class in a creative 10-minute (max) presentation. The more remarkable, dynamic, and fun, the better. Could be a formal presentation, a podcast, a video, an interview, a role play or any combination. Only rule is that it needs to be 10 minutes max.

Your project grade will be based on the depth of your report and a detailed rubric will be provided. For your presentation you are encouraged to be as creative as possible.

To ensure that you are on the right track for the written group project, there are two submissions in advance of the final project due date, which will count towards project grade.

- ***Submit the following information on Quercus by 11:59pm on Sept 26: group member names, name of company, and explain your connection to the company. Only one group member needs to submit this information.***
- ***Submit the following information on Quercus by 11:59pm on Oct 24: detailed project outline where group member names are assigned to each specific part of the project, with deadlines for completion of each part, and with suggested sources (e.g., readings, online resources, interviews/meetings, among other potential sources) that will be considered. The purpose of this part is to ensure that the groups are on track. Only one group member needs to submit it but it needs to be signed by all members.***

All groups submit their final written report on Quercus by 11:59pm on Nov 20. Only one group member needs to submit it.

Class Presentations will be split between Nov 21 and Nov 28

Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Missed Tests and Assignments

Students who miss a term test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: <https://uoft.me/RSMConsideration>
2. Provide documentation to support the request, eg. Absence Declaration from [ACORN](#), medical note etc.

Please note: As of September 2023, students may use the Absence Declaration on ACORN ***one time per term*** to report an absence and request consideration. **Any subsequent absence will require a [Verification of Illness form](#) or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

If students miss a term test for unavoidable reasons, a make-up test will be scheduled at a day and time determined by the professor. If the reason for the missed test persists such that a makeup test is not feasible an alternative arrangement will be made.

Final Exams: If you miss the final exam in this course for a legitimate reason (illness, etc) you will need to contact your College Registrar to file a petition for a deferred exam. This deferred exam will be written at a later date as established by the Faculty of Arts & Science. Instructions can be found here: <https://www.artsci.utoronto.ca/current/faculty-registrar/petitions-appeals/preparing-petition>

Late Assignments

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized if the assignment is not received on the specified date, at the specified time. A penalty of 10% per day will be applied. Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express

themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please [email Accessibility Services](#) or visit the [Accessibility Services website](#) for more information as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Plagiarism Detection

Students will be required to submit their course assignments to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their assignments to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the University's Plagiarism Detection Tool FAQ page from Centre for Teaching Support & Innovation.

Generative AI / ChatGPT

Students may use artificial intelligence tools for creating an outline for an assignment, but the final tests, or submitted assignment must be original work produced by the individual student alone. However, these tools may be useful when gathering information from across sources and assimilating it for understanding.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T 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*](#) 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 procedures outlined in the [*Code of Behaviour on Academic Matters*](#). If you have any questions 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 U of T or RC resources such as the RC Centre for Professional Skills, the 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 U of T 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 ACORN. For more information visit the [Information Commons Help Desk](#).

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail 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.

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. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording 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 any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Weekly Class Schedule on the next page....

Weekly Class Schedule			
Session	Date	Topic	Readings
1	Sept 5	Introduction to the HR	Chapter 1
2	Sept 12	Equity, Diversity, Wellbeing, Jobs	Chapters 3 & 4
3	Sept 19	Strategy & HR Planning	Chapter 2 Case: Southwest Airlines
4	Sept 26	Recruitment & Selection	Chapters 5 & 6 Case: Unilever's Response to the Future of Work Submit group project information via Quercus (Sept 26 by 11:59pm) see p. 4
5	Oct 3	TERM TEST #1	In Class
6	Oct 10	Training & Development	Chapter 7 Case: Walmart's Workforce of the Future
7	Oct 17	Job Performance	Chapter 8
8	Oct 24	Incentives & Rewards OHS	Chapters 10 & 12 Case: Social Salary Setting at Spiber Submit group project detailed outline with presentation agenda via Quercus (Oct 24 by 11:59pm) see p. 4
	Oct 27-31	READING WEEK	NO CLASS
9	Nov 7	Employee Rights and Discipline & Labour Relations	Chapter 13-14
10	Nov 14	Global HRM	Chapter 15
11	Nov 21	Happiness at Work Group Project Due	Submit one written project per group via Quercus (Nov 20 by 11:59pm) Group presentations
12	Nov 28	Course Wrap-Up	Group Presentations
FINAL	TBD	Final Examination Period	

Please note that the last day you can drop this course without academic penalty is Nov 11, 2025

Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)
- [Where to find teaching assistant opportunities](#)

URL links for print

- ACORN: <http://www.acorn.utoronto.ca/>
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: <http://studentlife.utoronto.ca/as>
- University's Plagiarism Detection Tool FAQ: <https://uoft.me/pdt-faq>
- The University of Toronto's Code of Behaviour on Academic Matters: <http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>
- Information Commons Help Desk: <http://help.ic.utoronto.ca/category/3/utmail.html>
- Become a volunteer note taker: <https://studentlife.utoronto.ca/program/volunteer-note-taking/>
- Accessibility Services Note Taking Support: <https://studentlife.utoronto.ca/service/note-taking-support/>
- Credit / No-Credit in RSM courses: <https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/>
- Rotman Commerce Academic Support: <https://rotmancommerce.utoronto.ca/current-students/academic-support/>
- Book an appointment with a writing or presentation coach: <http://uoft.me/writingcentres>
- Writing and Presentation Coaching academic support page: <https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/>
- Centre for Professional Skills Teamwork Resources page: <https://rotmancommerce.utoronto.ca/teamwork-resources>
- Book an appointment with a Teamwork Mentor: <http://uoft.me/writingcentres>

ABOUT YOUR INSTRUCTOR

Dr. Adam Stoehr is a business consultant who specializes in the areas of leadership, HRM, organizational behaviour, employee happiness, strategy, and organizational excellence. He is the recipient of the 2023 McMaster University “Prof of the Year” Excellence in Teaching award as recognized by students in the DeGroote School of Business. He also received the 2024 Teaching Excellence Award from the Rotman School of Management.

As an Assistant Professor, Teaching Stream at the Rotman School of Management, Dr. Stoehr teaches courses in OB/HRM

Dr. Stoehr received his Bachelor of Business Administration from Wilfrid Laurier University. He received a Masters of Business Administration from the Rotman School of Management at the University of Toronto. He received his PhD in Business Strategy from the University of the West of England. His research interests are in strategy formulation, employee happiness, leadership, collaboration and teamwork, organizational excellence, customer experience, and process improvement strategies.

Dr. Stoehr’s work experience with CEO Global Network, focuses on consulting with many organizations in both the private and public sector (including Canada Goose, Toronto Police Services, The LCBO, The City of Toronto, Sun Life Financial, TTC, Canada Post, 3M Canada Company, BMW Canada, Bank of Canada, Baxter Corporation, American Express, Canadian Forces Housing Agency, Ricoh Canada Inc., The Regional Municipality of Durham, Delta Hotels, Ceridian Canada, York Region, Calian Technologies Ltd., Manulife, Ministry of Natural Resources and Forestry, the City of Markham, Cargill Value Added Meats) Helping them with strategies related to leadership, planning, people focus, customer focus, and process management.

At Rotman, he constantly tries to find new ways to simplify complex topics so that the ideas can be remembered and applied in the real world right away.

Follow me on Instagram: <https://www.instagram.com/professorstoehr>