



# Rotman Commerce UNIVERSITY OF TORONTO

## Course Outline (11 Pages)

### RSM 361H1F

Human Resource Management

Fall 2019

Meeting Time & Location:

Section L0101: Tuesday 11:00am-1:00pm in RT 142

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Instructor: Maria Rotundo  
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Phone: 416-946-5060  
Office Hours: Available upon request

### 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 Quercus AND through Ivey Publishing as detailed in the course schedule under the relevant lecture. You MUST read all readings and cases before class.
  - To access the cases that are distributed through Ivey Publishing, 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.
  - **Please note that these cases are copyright protected. Thus, you must purchase your own copy of the case and cannot borrow your classmate's copy. These cases are required readings.**

The names of the cases are:

- |   |                |
|---|----------------|
| i. Cirque du Soleil   | HBS #9-403-006 |
| ii. A.P. Møller – Maersk Group                              | HBS #9-412-147 |
| iii. Equity on Demand: The Netflix Approach to Compensation | CG-19          |

**Course link to purchase the cases on-line:**  
<https://www.iveycases.com/CoursepackView.aspx?id=23867>

## 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.

<b>Work</b>		<b>Due Date</b>
Class Contribution	10%	Ongoing
News Article Critique	5%	Six article critiques due as per class schedule (p. 8)
Research Requirement Credit	3%	Ongoing but see Quercus for last date to participate
Term Test #1	30%	October 8 (in-class)
Term Test #2	32%	November 19 (in-class)
Group Project: HRM Profile	20%	November 26: Groups 1 to 5 (in-class) December 3: Groups 6 to 10 (in-class)

### **Class Contribution (10%)**

The class activities include exercises, 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 Article Critique (5%)**

The professor will post on Quercus a total of six short articles throughout the semester as per the class schedule (p. 8). Students will be responsible for preparing a written critique of the article based on the course readings for that week. The critique will be approximately 250 words in length. Students must submit the critique on Quercus *prior* to class that week (by 11:59pm on the Sunday before class), or it will not be graded. Late assignments will not be accepted. Please note that the assignment requires a critique of the article **NOT** a summary of the article. Tips for how to critique an article will be posted on Quercus under course materials.

As an example, the first news article will be on the topic of ‘HR Planning and Recruitment’, which will be covered in the third week of class. The article that students are to critique will be posted on Quercus. Students’ critique of this news article is due before class by 11:59pm on Sunday, September 22 (submitted through Quercus). The news article will be discussed in class on September 24.

### **Term Test #1 (30%) and Term Test #2 (32%)**

The term tests are 100 minutes and will take place during regular class time as per the class schedule. They will cover material from the readings, assignments, lectures, and in-class experiences. Term Test #2 is *noncumulative*.

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 readings and cases, you are responsible for learning all of the course material for the term tests as detailed above. The in-class lectures will focus on themes and highlight certain content. The slides that are posted on Quercus will help you summarize the key points from the different course material. 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 tests.

### **Group Presentation: HRM Profile (20%)**

Students will work in groups of about 5 to complete the HRM Profile. Groups will choose an organization to profile in detail from an HRM perspective and will deliver a **15-minute PowerPoint presentation** to the class during one of the last two classes of the semester. Marks will be deducted for presentations that go beyond 15 minutes. All members of the group must present. **If a group member is not present on the day of his or her group’s presentation, he or she will receive a grade of 0 on this assignment.**

Students will have to gather as much information as they can about the company’s strategy, recruitment and selection practices, performance management systems, turnover rates, compensation and incentives, employee 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 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 some recommendations for how to address the challenges. The presentation will be graded on three main criteria: content (breadth and depth of coverage of HR practices, link to business strategy, challenges and recommendations); communication and presentation (delivery of presentation, visual aids); teamwork (contribution of all members, transition between parts).

***To ensure that you are on the right track for the HRM profile, please submit the following information on Quercus by 11:59pm on September 27: names of group members, name of company, and explain your connection to the company. Only one group member needs to submit this information. All groups must submit a copy of their slide deck on Quercus by 11:59pm on Sunday, November 24 regardless of whether the group is scheduled to present on November 26 or December 3. This deadline applies to all groups.***

### **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.

Additional information about how to fulfill this requirement will be posted in a separate document on the portal.

### **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](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://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 of approximately five students. 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 Professor Nouman Ashraf at [nouman.ashraf@rotman.utoronto.ca](mailto: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.

## **Electronic Course Materials**

This course will be using the following electronic course materials:

The names of the cases are:

- |   |                |
|---|----------------|
| i. Cirque du Soleil   | HBS #9-403-006 |
| ii. A.P. Møller – Maersk Group                              | HBS #9-412-147 |
| iii. Equity on Demand: The Netflix Approach to Compensation | CG-19          |

### **Course link to purchase the cases on-line:**

<https://www.iveycases.com/CoursepackView.aspx?id=23867>

**As explained earlier, it is your responsibility to purchase your own copy of the cases. You cannot borrow your classmate's copy.**

These materials are available through Ivey Publishing and will cost a total of \$15.75 for the digital download. The use of these materials complies with all University of Toronto policies, which govern fees for course materials.

Weekly class schedule begins on next page...

<b>Weekly Class Schedule</b>			
<b>Session</b>	<b>Date</b>	<b>Topic</b>	<b>Readings</b>
1	Sept. 10	Introduction	Chapter 1
2	Sept. 17	Legal Context Job Analysis & Design	Chapter 3 Chapter 4
3	Sept. 24	HR Planning & Recruitment	Chapter 2 Case: Cirque #9-403-006 News article critique due Sept. 22*
4	Oct. 1	Recruitment & Selection	Chapters 5 & 6 News article critique due Sept. 29*
<b>5</b>	<b>Oct. 8</b>	<b>Term Test #1</b>	<b>In-class (Tuesday)</b>
6	Oct. 15	Training & Development	Chapter 7 Case: A.P. Møller #9-412-147 News article critique due Oct. 13*
7	Oct. 22	Job Performance	Chapter 8 News article critique due Oct. 20*
8	Oct. 29	Incentives & Rewards	Chapter 10 Case: Netflix Case CG #19 News article critique due Oct. 27*
	<b>Nov. 5</b>	<b>Reading Week</b>	<b>NO CLASS</b>
9	Nov. 12	Global HRM	Chapter 15 News article critique due Nov. 10*
<b>10</b>	<b>Nov. 19</b>	<b>Term Test #2</b>	<b>In-class (Tuesday)</b>
11	Nov. 26	HRM Profile Presentations: Groups 1 through 5	Submit slide deck via Quercus by 11:59pm on November 24
12	Dec. 3	HRM Profile Presentations: Groups 6 through 10	Submit slide deck via Quercus by 11:59pm on November 24

\*article critique is due by 11:59pm and is to be submitted on Quercus



### **Missed Term Tests and Assignments**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test or assignment. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [Verification of Student Illness or Injury form](#)) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable. Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed 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.**

**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.**

### **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](mailto: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 tests 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.

### **Quercus and the Course Page**

The online course page for this course is accessed through Quercus. To access the course page, go to <https://q.utoronto.ca> and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours.

### **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, Quercus 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.