



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline (12 Pages)

RSM 361H1F

Human Resource Management

Fall 2020

Meeting Time & Location:

Section L0101: **Tuesday 11:00am-1:00pm**
Delivered weekly online during regularly scheduled class time
(synchronously) using Blackboard Collaborate with some
asynchronous components available through Quercus

Instructor: Maria Rotundo
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Phone: 416-946-5060
Office Hours: Online and arranged by appointment

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

Course Objectives

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 an 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.

Expectations for Success

1. **This course takes place online and will include both synchronous and asynchronous components each week. The synchronous online portion of the class will take place through Quercus Blackboard Collaborate and will run anywhere from 50 to 100 minutes depending on the week. Details on the timing will be available in Quercus modules. The remainder of the class time will be completed asynchronously with material posted in the Quercus.**
2. Finish all assigned readings, exercises, 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.
3. 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.
4. Complete and submit graded assignments before the deadline.
5. Stay engaged and informed. Take initiative to communicate with your instructor as needed.

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.

Required Technology

For Fall 2020, this course will be conducted entirely online. To participate fully and to complete the course successfully, you must ensure you have a computer with a working webcam, microphone and reliable access to an internet connection. For further details, please visit this link: [Recommended Technology Requirements for Remote/Online Learning](#)

Required Readings

1. Required Textbook (online access OR hard copy of textbook available through U of T bookstore):
Managing Human Resources (2020, 9th Canadian Edition). Bellcourt, Singh, Snell, & Morris. 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. It is important that you 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 need to purchase your own copy of the case. These cases are required readings.**

The names of the cases are:

- A.P. Møller – Maersk Group HBS #9-412-147
- 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=26670>

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.

| Work | | Due Date |
|---|-----|---|
| Course Contribution | 7% | Ongoing |
| News Article Reaction | 5% | Four due as per class schedule (p. 8) |
| Research Requirement Credit | 3% | December 7 is last date to participate |
| Term Test #1 | 11% | (online in Quercus during scheduled class time) |
| Term Test #2 | 22% | (online in Quercus during scheduled class time) |
| Term Test #3 | 22% | (online in Quercus during scheduled class time) |
| Written Group Project HRM Profile Submission: | 30% | December 8 by 11:59pm Submitted via Quercus |

Course Contribution (7%)

The synchronous and asynchronous course activities include in-class discussion, exercises, case analyses, group work, article reactions presentations, 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 synchronous portion of the session and complete the asynchronous portion (e.g., assigned readings, PPT review, and other preparation) prior to and after class as indicated.

Each week some students will be selected to deliver a short recap of their news article reaction in class (see news article reaction) or a portion of their case analysis (see class schedule). In some

weeks, groups will be selected to present the outcome of the in-class activity. All of these exercises and others will be counted toward course contribution.

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.

News Article Reaction (5%)

The professor will post on Quercus a total of four short articles throughout the semester as per the class schedule (p. 8). Students will be responsible for preparing a 250-word written reaction to the article based on the course readings for that week. The posted articles may contain something that is consistent or inconsistent with the course readings or something completely new and provocative. Your only goal is to express your reaction to the article and back it up with ‘informed’ argument. For example, you may agree with some of the points in the article, disagree with other points or be neutral. Why? You may be surprised or excited about what you read. Why? Be sure to reflect an ‘informed’ reaction in your write-up. That is, you will have had a chance to read the related textbook chapter(s), cases, and may have had personal experience with the topic of the article or know someone who has. This perspective and knowledge inform your reaction. Please note that the assignment is NOT a summary of the article. Tips for how to prepare this will be posted on Quercus under course materials.

The first news article will be on the topic of ‘Strategy and HR Planning’, which will be covered in the fourth week of class. Students’ reaction to the news article is due before class by 11:59pm on Sunday, October 4 (submitted through Quercus) or a late penalty of 10% per day will be applied. The news article will be discussed in class on October 6.

Term Test #1 (11%), Term Test #2 (22%), Term Test #3 (22%)

The term tests are *open book* and will take place online during regular class time as per the class schedule. They will cover material from the readings, assignments, online synchronous lectures, and asynchronous components. Practice questions and other information to help you prepare for the tests will be posted in Quercus.

Written Group Project: HRM Profile (30%)

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. All members of the group must contribute to the project including the final report.

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 will be posted on Quercus.

To ensure that you are on the right track for the written group project, please submit the following information on Quercus by 11:59pm on October 6: group member names, name of company, and explain your connection to the company. Only one group member needs to submit this information.

All groups submit their final written report on Quercus by 11:59pm on December 8. Only one group member needs to submit it.

Research Requirement (3%)

Marketing and Organizational Behaviour researchers run experimental studies to test theories about human behaviour. The research requirement in this course is intended to supplement the course material by giving you direct exposure to research in these fields. 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 (<http://www.studentlife.utoronto.ca/asc>) 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 written group project requires that students work in teams of about five students. Working as a team is challenging; this is true both in the real world and in your academic classes. However, learning to work together in teams is an important aspect of your education and preparation for your future careers. You are encouraged to review the teamwork resources available to all Rotman Commerce students at <https://rotmancommerce.utoronto.ca/teamwork-resources> while navigating these challenges, but keep in mind that supports are also available for when you think you may need extra help.

New in the 2020-2021 academic year, the Rotman Commerce Centre for Professional Skills (RC-CPS) will offer appointments with Teamwork Mentors for any teams encountering challenges in their teamwork. Some possible reasons you might book an appointment with a Teamwork Mentor include:

- Team members have identified constraints on their time, work or accommodations they require that conflict with necessary timelines for the team.
- Teams are unsure how to divide their workload for a team project.
- Teams are concerned about how to integrate the individual contributions of each member and how to ensure team members are contributing equally.
- Teams are concerned about how to ensure all group members are aware of academic integrity guidelines (e.g. properly attributing sources) and follow them.
- Teams would like to be able to communicate more effectively with each other, particularly when navigating a remote work academic environment.

To book a meeting with a Teamwork Mentor, send an email to rotmancommerce.teamworkhelp@utoronto.ca with the course code (e.g. RSM100) and team number (if available) in the subject line of the email. Any member of the team may reach out individually to book an appointment, but we also encourage teams to book their appointments as a team. You will normally receive a response within 24-36 hours, but note that during busy times of the semester the waiting period may be longer. Be proactive in booking your meeting, and do so *as soon as* challenges arise!

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, you should consult with your Accessibility Advisor about this course. For considerations pertaining to teamwork and accessibility, please see information in the section on Accessibility Needs below under the Policies and Procedures heading.

Electronic Course Materials

This course will be using the following electronic course materials:

The names of the cases are:

- i. A.P. Møller – Maersk Group HBS #9-412-147
- ii. 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=26670>

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 \$11.90 for the digital download. The use of these materials complies with all University of Toronto policies, which govern fees for course materials.

Credit / No-Credit Option in Rotman Commerce

You may request to Credit/No-Credit an RSM course in the following cases only:

- The course is not a requirement for your specialist program, including the 8.0 RSM FCE requirement.
- ***The course does not have a group work component.***

If you wish to request credit/no-credit for an RSM course, contact your Rotman Commerce Academic Advisor by the drop deadline for the current term. The deadline for this term is November 9, 2020.

Final approval is on a case-by-case basis with the permission of the Director, Rotman Commerce.

Weekly class schedule begins on next page...

| Weekly Class Schedule | | | |
|------------------------------|-----------------|---|--|
| Session | Date | Topic | Readings |
| 1 | Sept. 15 | Introduction | Chapter 1 |
| 2 | Sept. 22 | Equity & Diversity, Legal, Jobs | Chapters 3 & 4 Case: RBC posted on Quercus |
| 3 | Sept. 29 | TERM TEST #1 | Online using Quercus during class time |
| 4 | Oct. 6 | Strategy & HR Planning | Chapter 2 News article reaction due Oct. 4* Submit group project information Oct.6 (11:59pm) see p. 5 |
| 5 | Oct. 13 | Recruitment & Selection | Chapters 5 & 6 News article reaction due Oct. 11* |
| 6 | Oct. 20 | Training & Development | Chapter 7 Case: A.P. Møller Maersk #9-412-147 |
| 7 | Oct. 27 | TERM TEST #2 | Online using Quercus during class time |
| 8 | Nov. 3 | Job Performance | Chapter 8 News article reaction due Nov. 1* |
| | Nov. 10 | NO CLASS | Reading Week |
| 9 | Nov. 17 | Incentives & Rewards OHS | Chapters 10 & 12 Case: Netflix Case CG #19 |
| 10 | Nov. 24 | Global HRM | Chapter 15 News article reaction due Nov. 22* |
| 11 | Dec. 1 | TERM TEST #3 | Online using Quercus during class time |
| 12 | Dec. 8 | Course Wrap-Up Group Project Due | Submit one written project per group via Quercus by 11:59pm |

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

Please note that November 9, 2020 is the last day to drop an F term course without academic penalty.

Policies and Procedures

Missed Term Tests and Assignments

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g. missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation this may include either your Self-Declaration of Absence on ACORN, or [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.

Note that documentation must clearly establish that you were ill or had other circumstances that prevented you from attending on the date in question. After-the-fact reports are not sufficient.

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.

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.

Accessibility Needs

The University of Toronto is committed to accessibility. 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 contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or studentlife.utoronto.ca/as.

For courses with deliverables that require you to work in teams, please note the following. If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, requests for extensions impact everyone in the group. As a result, requests for late submissions of any component of teamwork will require compelling reasons, advance notice, and must work for everyone in the team. You are encouraged to discuss with your course instructor, Accessibility Advisor, and other team members what you need in order to

successfully complete your coursework. Additionally, the Rotman Commerce Centre for Professional Skills offers Teamwork Mentors (see section above) who can help you and your team discuss how to support you effectively and how to develop a work plan that meets the needs and constraints of all team members.

Volunteer Notetaking

If you're interested in helping to make our classroom more accessible, volunteer to be a notetaker!

Accessibility Services needs dependable volunteer notetakers to assist students living with a disability to achieve academic success. All you have to do is attend classes regularly and submit your notes consistently.

1. Register online as a Volunteer Note-Taker at:

<https://clockwork.studentlife.utoronto.ca/custom/misc/home.aspx>

2. Follow the link that says "Volunteer Notetakers"

3. Select your course and upload a sample of your notes

4. Once you have been selected as a notetaker, you'll get an email notifying you to upload your Notes.

If you have any questions or require assistance, please email as.notetaking@utoronto.ca or call 416-978-6186.

Volunteers may receive co-curricular credit or a certificate of appreciation.

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 Behavior 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 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.

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 ACORN. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

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.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to 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 ACORN, 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.

FIPPA Language

Any course videos and materials belong to your instructor, the University, and/or other sources depending on the specific facts of each situation, and are protected by copyright. Do not download, copy, or share any course or student materials or videos without the explicit permission of the instructor.

For questions about recording and use of videos in which you appear please contact your instructor.