

## Course Outline

### 1. COURSE INFORMATION

<b>Session Offered</b>	Winter 2024	
<b>Course Name</b>	Human Resource Fundamentals	
<b>Course Code</b>	GENTECH 2HR3	
<b>Date(s) and Time(s) of lectures</b>	C02: Mon 2:30-4:20, Wed 1:30-2:20 (Instructor: Hoda Kamel) C03: Mon 9:30-11:20, Wed 11:30-12:20 (Instructor: Nicole Vincic) C04: Tuesday 6:30-9:20 (Instructor: Hoda Kamel) C05: Thurs 6:30-9:20 (Instructor: Nicole Vincic)	
<b>Program Name</b>	One of the following: Automation Engineering Technology, Automotive and Vehicle Engineering Technology or Biotechnology	
<b>Calendar Description</b>	This course provides an overview and introduction to the human resource functions that support an organization's goals and objectives. Topics include: Designing and analyzing jobs; recruitment and selection; onboarding and training; career development; and performance management.	
<b>Instructors</b>	Hoda Kamel	Email: <a href="mailto:kamelh@mcmaster.ca">kamelh@mcmaster.ca</a> Office: ETB/211 Office Hours: By advance appointment only
	Nicole Vincic	Email: <a href="mailto:vicninc@mcmaster.ca">vicninc@mcmaster.ca</a> Office: ETB/209 Office Hours: By advance appointment only
<b>Teaching Assistants</b>	Lucas Rajotte Severin Hidajat Benita Onyejiaka Varun Kumar Bala Murali	<a href="mailto:rajottel@mcmaster.ca">rajottel@mcmaster.ca</a> <a href="mailto:hidajats@mcmaster.ca">hidajats@mcmaster.ca</a> <a href="mailto:onyejiab@mcmaster.ca">onyejiab@mcmaster.ca</a> <a href="mailto:balamv1@mcmaster.ca">balamv1@mcmaster.ca</a>

### 2. COURSE SPECIFICS

<b>Course Description</b>	The course explores how modern industrial relations affect the business environment. The goal of the course is to provide future engineering manager's with a thorough understanding of how they can develop a competitive advantage for their organization through effective, legal and thoughtful human resource management practices. In the context of how they relate to engineering and industrial environments, the major course focus includes: employment legislation, talent acquisition and performance management, effective organizational learning and safety cultures, labour relations and integrated human capital practices and policies.		
<b>Instruction Type</b>	<b>Code</b>	<b>Type</b>	<b>Hours per term</b>
	C	Classroom instruction	39
	L	Laboratory, workshop or fieldwork	
	T	Tutorial	
	DE	Distance education	
	<b>Total Hours</b>		<b>39</b>
<b>Resources</b>	<b>ISBN</b>	<b>Textbook Title &amp; Edition</b>	<b>Author &amp; Publisher</b>

		<i>Human Resource Management, 6<sup>th</sup> Canadian Edition.</i>	Steen, S. L., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). McGraw-Hill: Toronto.
	<p><b>Note: “Inclusive Access”</b> is being used for this course. This means that you will receive the required course textbook in a digital format on the first day of class. You will be able to access the materials through Avenue to Learn and the cost will be charged to your student account. <b>\$84.95 (CDN)</b></p>		
	<b>Other Supplies</b>	<b>Source</b>	
	Course Resources	Available on Avenue to Learn (A2L)	
<b>Prerequisite(s)</b>	Enrollment in Level 2 of Automation Engineering Technology, Automotive and Vehicle Engineering Technology or Biotechnology		
<b>Corequisite(s)</b>	N/A		
<b>Antirequisite(s)</b>	GENTECH 1HR3; GENTECH 3MP3		
<b>Course Specific Policies</b>	<p>It is expected that students read the material that is coming under discussion before class. Students are expected to attend and actively participate during virtual class sessions offering insight, comment, reinforcement, contrary views, and underscoring examples. All homework assignments submitted for evaluation are completed by word processor software.</p> <p><b>Course Communications:</b></p> <ul style="list-style-type: none"> <li>• It is your responsibility to check Avenue daily – everything you will need is there, and any important announcements will be posted there. Set your home page to the news feed for the course. See the Course A2L Website for any updates.</li> <li>• We only respond to emails from students’ McMaster email accounts. Ensure that your Mac account is activated and has space to receive emails. We reply to emails only once, and if it returns to us as “undeliverable mail” we do not attempt any further replies. We do not respond to emails asking questions to which the answer is readily available in the course outline or Avenue.</li> </ul> <p><b>On-Line Quizzes (20%):</b> The on-line quizzes will consist of multiple-choice questions designed to ensure that you are keeping up with your course reading. On-line quizzes will be opened <b>Wednesday at 12:00pm and closed Sunday evening at 11:59pm. There will be a time limit for completion once you start the on-line quiz.</b></p> <p>The time limit will be <b>30 minutes for the completion of 25 randomly</b> assigned questions. <b>Highly recommended you study the chapter material in-depth before completing the online quiz.</b></p> <ul style="list-style-type: none"> <li>• <b>The lowest quiz grade will be dropped from the final calculation.</b> The purpose of dropping the lowest grade is to take into account the fact that you may forget to complete a quiz or have difficulties completing the quiz for one reason or another. <b>In fairness to all students, your Instructor will not re-open any quizzes.</b></li> </ul>		

- **Any collaboration, posting or sharing of online quiz questions or answers with other students will constitute academic dishonesty.**

- **Note:** There will not be any make-up for missed quizzes whatever the reason.

#### **SmartBook & Active Learning Component (25%):**

- Smartbook (8%):

Through the Inclusive Access Program, you will have access to Connect starting the first day of class. You will be able to access Connect through Avenue to Learn. Connect is a web-based learning solution that includes Smartbook. Smartbook is a digital version of the course textbook. Within Smartbook you're encouraged to complete all the Chapters we cover during the term. You will earn 8% of your Final Grade if you complete the Chapters by the deadline.

- In-Class Activities (17%):

These activities may take the form of simulations, reflection reports, discussion boards, critical thinking questions, mini-cases, videos/film clips, and application exercises. The instructor will notify students as to the assessment criteria and format - i.e., individual or group at the time of the activity.

- You must be in the proper section for which you are registered and present during the entire class in which the activity is assigned for it to be graded by the Instructor.
- Exercises/activities will be graded based on completion, accuracy, and level of thoroughness.

Weekly activities, assignments and due dates are outlined in detail in our course on Avenue.

**It is the student's responsibility to make note of all due dates and to ensure work is submitted on time. No extensions will be granted.**

**We highly recommend that you study the chapter material in-depth before completing the activities.**

- **Note:** There will not be any make-up assignments for missed activities whatever the reason.
- **The instructors will drop 2 of the in-class activities.**
- **Any collaboration, posting or sharing of activity questions or answers with other students will constitute academic dishonesty.**

#### **Team Project (25%):**

Students will work in self-selected teams comprised of 4-5 students to complete a Recruitment & Selection project based on a given job description. The project is to be completed in 2 parts (Part A & Part B are due at different weeks).

The 2 parts of this project have restricted eligibility for MSAF.

You cannot make a change to your group status after the first part of the project is due to be completed.

All students in the group will receive the same grade, unless there are significant

	<p>extenuating circumstances, in which case the instructor will have discretion to adjust individual grades.</p> <p><b>Final Exam (30%):</b> The cumulative final exam will be written during the scheduled examination period. The final exam format will include multiple-choice questions, application-focused short answer questions and multiple questions related to case incident specific to the constraints presented in the case.</p>
<b>Departmental Policies</b>	<ul style="list-style-type: none"> <li>• Students must maintain a GPA of 3.5/12 to continue in the program.</li> <li>• To achieve the required learning objectives, on average, B.Tech. students can expect to do at least 3 hours of “out-of-class” work for every scheduled hour in class. “Out-of-class” work includes reading, research, assignments and preparation for tests and examinations.</li> <li>• Where group work is indicated in the course outline, such collaborative work is mandatory.</li> <li>• The use of cell phones, iPods, laptops and other personal electronic devices are prohibited from the classroom during the class time unless the instructor makes an explicit exception.</li> <li>• Announcements made in class or placed on Avenue are considered to have been communicated to all students, including those individuals that are not in class.</li> <li>• Instructor has the right to submit work to software to identify plagiarism.</li> </ul>
<b>3. SUB TOPIC(S)</b>	
Week 1: <b>January 8</b>	<p><b>Why HR Management is important for Technical Professionals</b></p> <ul style="list-style-type: none"> <li>• Introduction to the course</li> <li>• What is Human Resources Management (HRM)</li> <li>• Why HRM for Technical Professionals: exploring the partnership of managers and business units with HR Professionals in the workplace</li> </ul> <p>Chapter 1 <b>Online/In-Class Activities</b></p>
Week 2: <b>January 15</b>	<p><b>ECCS Visit #1</b></p> <p><b>Strategic Role of HRM</b></p> <ul style="list-style-type: none"> <li>• Trends &amp; issues impacting HRM in organizations (examining internal &amp; external factors that affect today’s organizations, policies, procedures &amp; practices)</li> <li>• Strategic importance of linking HRM with organizational strategy</li> </ul> <p>Continue Chapter 1 <b>Online/In-Class Activities</b></p>
Week 3: <b>January 22</b>	<p><b>Workplace Legal Environment Considerations</b></p> <ul style="list-style-type: none"> <li>• Employment law in Canada</li> <li>• Human rights legislation</li> <li>• Laws protecting the general population</li> <li>• Laws specific to the workplace</li> <li>• Labour legislation</li> </ul> <p>Chapter 2 (Only Legal) <b>Quiz #1 (Ch 1, 2)</b> <b>Online/In-Class Activities</b></p> <p><b>Ensure your team members are enrolled on A2L</b></p>

Week 4: <b>January 29</b>	<b>Analyzing Work and Designing Jobs</b> <ul style="list-style-type: none"> <li>• Writing job descriptions &amp; job specifications</li> <li>• Uses of job descriptions</li> <li>• Job design &amp; designing work for enhanced contributions</li> </ul>	Chapter 3 <b>Online/In-Class Activities</b>
Week 5: <b>February 5</b>	<b>ECCS Visit #2</b>  <b>Talent Acquisition/Recruitment</b> <ul style="list-style-type: none"> <li>• The Recruitment process</li> <li>• Recruitment methods from within the organization &amp; from outside the organization</li> <li>• Recruiting a more diverse workforce</li> </ul>	Chapter 4  <b>Quiz #2 (Ch 3)</b> <b>Online/In-Class Activities</b>
Week 6: <b>February 12</b>	<b>LinkedIn Presentation</b>  <b>Talent Acquisition/Selection</b> <ul style="list-style-type: none"> <li>• Preliminary Screening</li> <li>• Selection Testing</li> <li>• Selection Interviews &amp; Role of Supervisor</li> <li>• Background and Reference Checks</li> <li>• Hiring Decision and Candidate Notification</li> </ul>	Chapter 5  <b>Quiz #3 (Ch 4, 5)</b>
<b>Mid-Term Recess Week/Reading Week – No Classes (Monday, February 19 to Sunday February 25)</b>		
Week 7: <b>February 26</b>	<b>Training, Learning &amp; Development</b> <ul style="list-style-type: none"> <li>• Onboarding new employees</li> <li>• Training process &amp; methods</li> <li>• Career management systems</li> </ul>	<b>PART A Team Project Due SUNDAY FEBRUARY 25 @ 11:59 pm</b> Chapter 6 <b>Online/In-Class Activities</b>
Week 8: <b>March 4</b>	<b>Managing Employees' Performance</b> <ul style="list-style-type: none"> <li>• Defining performance expectations</li> <li>• Steps in an effective performance management system</li> <li>• Conducting performance reviews</li> <li>• Performance rewards/consequences</li> </ul>	Chapter 7 <b>Quiz #4 (Ch. 6, 7)</b> <b>Online/In-Class Activities</b>
Week 9: <b>March 11</b>	<b>Project Checkpoint week</b> <ul style="list-style-type: none"> <li>• Instructor/Team Meetings</li> </ul>	<b>PART B Team Project Due SUNDAY MARCH 17 @ 11:59 pm</b>
Week 10: <b>March 18</b>	<b>Total Rewards: Compensation and Benefits</b> <ul style="list-style-type: none"> <li>• Money and motivation</li> <li>• Determining and establishing pay rates incentive plans</li> <li>• Employee benefits and services</li> <li>• Employee communication</li> </ul>	Chapter 8 <b>Online/In-Class Activities</b>
Week 11: <b>March 25</b>	<b>Chapter 2: Safe &amp; Healthy Workplace Practices</b> <ul style="list-style-type: none"> <li>• Basic facts about occupational health &amp; safety legislation: legal framework and responsibilities in the workplace</li> </ul>	Chapter 2 and Chapter 9 <b>Online/In-Class Activities</b> <b>Quiz #5 (Ch 8, 9)</b>

	<ul style="list-style-type: none"> <li>Health &amp; safety challenges faced in organizations</li> </ul> <p><b>Chapter 9: Understanding Labour Relations</b></p> <ul style="list-style-type: none"> <li>Why employees unionize and the labour relations process</li> <li>Impact of unionization in the workplace</li> <li>Collective bargaining and strikes</li> </ul>	
Week 12: April 1	<p><b>Managing HR Globally</b></p> <ul style="list-style-type: none"> <li>Growth of international business affects HR management</li> <li>Factors influencing HRM in global markets</li> <li>Explain how employers manage and prepare employees for international assignments</li> </ul> <p><b>Creating and Sustaining High-Performance Organizations</b></p> <ul style="list-style-type: none"> <li>Define high performance teams</li> <li>Explain how HRM can contribute to high performance</li> <li>Discuss the role of HRM technology in high performance work systems</li> </ul>	Chapter 10 and 11 <b>Online/In-Class Activities Quiz #6 (Ch 10, 11)</b>
Week 13: April 8		Final Exam Review
<p><b>Classes end – Wednesday April 10</b></p> <p><b>Final examination period: Friday, April 12 - Thursday, April 25</b></p> <p>All examinations MUST BE written during the scheduled examination period.</p>		
<p>Note that this structure represents a plan and is subject to adjustment term by term. The instructor and the University reserve the right to modify elements of the course during the term. The University may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with an explanation and the opportunity to comment on changes.</p>		
<b>4. ASSESSMENT OF LEARNING</b>		<b>Weight</b>
HR Team Project (Part A & Part B)		25%
Quizzes		20%
Active Learning: online & in-class activities (as announced)		25%
Comprehensive Final Examination (TBA)		30%
<b>TOTAL</b>		<b>100%</b>
Percentage grades will be converted to letter grades and grade points per the University calendar.		
<b>5. LEARNING OUTCOMES</b>		
1. Identify and assess various integrated human capital management practices that are central to achieving organizational and departmental objectives.		
2. Interpret critical legal, ethical and regulatory employment requirements impacting Canadian engineering managers and teams.		
3. Compare and contrast talent acquisition, performance management and compensation practices that contribute to an organization's success.		

4. Distinguish practices for developing a productive learning culture and the advancement of a healthy and safe working environment.

5. Determine productive employee and labour relations practices within non-union and unionized workplace environments.

## 6. POLICIES

### ANTI-DISCRIMINATION

The Faculty of Engineering is concerned with ensuring an environment that is free of all discrimination. If there is a problem, individuals are reminded that they should contact the Department Chair, the Sexual Harassment Officer or the Human Rights Consultant, as soon as possible.

[http://www.mcmaster.ca/policy/General/HR/Discrimination\\_Harassment\\_Sexual\\_Harassment-Prevention&Response.pdf](http://www.mcmaster.ca/policy/General/HR/Discrimination_Harassment_Sexual_Harassment-Prevention&Response.pdf)

### ACADEMIC INTEGRITY

**You are required to exhibit honestly and use ethical behaviour in all aspects of the learning process.**

Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

**It is your responsibility to understand what constitutes academic dishonesty.** For information on the various kinds of academic dishonesty please refer to the Academic Integrity Policy, located at: <http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf>.

**The following illustrates only three forms of academic dishonesty:**

1. Plagiarism. E.g. the submission of work that is not own or for which other credit has been obtained
2. Improper collaboration in group work
3. Copying or using unauthorized aids in tests and examinations.

### AUTHENTICITY / PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com, please go to [www.mcmaster.ca/academicintegrity](http://www.mcmaster.ca/academicintegrity).

#### The Use of Generative AI Guidelines:

Students may use generative AI for [editing/translating/outlining/brainstorming] their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of [editing/translating/outlining/brainstorming] without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

### COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for the

McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss this with the course instructor.

### **ONLINE PROCTORING**

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

### **REQUESTS FOR RELIEF FOR MISSED ACADEMIC TERM WORK**

McMaster Student Absence Form (MSAF): In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work".

### **E-LEARNING POLICY**

Consistent with the Bachelor of Technology's policy to utilize e-learning as a complement to traditional classroom instruction, students are expected to obtain appropriate passwords and accounts to access Avenue To Learn for this course. Materials will be posted by class for student download. It is expected that students will avail themselves of these materials prior to class. Students should be aware that, when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail account, and program affiliation may become apparent to all other students in the course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about this disclosure please discuss this with the course instructor. Avenue can be accessed via <http://avenue.mcmaster.ca>.

### **COMMUNICATIONS**

It is the student's responsibility to:

- Maintain current contact information with the University, including address, phone numbers, and emergency contact information.
- Use the University provided e-mail address or maintain a valid forwarding e-mail address.
- Regularly check the official University communications channels. Official University communications are considered received if sent by postal mail, by fax, or by e-mail to the student's designated primary e-mail account via their @mcmaster.ca alias.
- Accept that forwarded e-mails may be lost and that e-mail is considered received if sent via the student's @mcmaster.ca alias.
- Check the McMaster/Avenue email and course websites on a regular basis during the term.

### **PROTECTION OF PRIVACY ACT (FIPPA)**

The Freedom of Information and Protection of Privacy Act (FIPPA) applies to universities. Instructors should take care to protect student names, student numbers, grades and all other personal information at all times. For example, the submission and return of assignments and posting of grades must be done in a manner that ensures confidentiality.

<http://www.mcmaster.ca/univsec/fippa/fippa.cfm>

### **ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES**

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) at 905-525-9140 ext. 28652 or [sas@mcmaster.ca](mailto:sas@mcmaster.ca) to make arrangements with a Program



Coordinator. For further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

### **ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)**

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests. <http://www.mcmaster.ca/policy/Students-AcademicStudies/Studentcode.pdf>

### **CONDUCT EXPECTATIONS**

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, whether in person or online.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

### **COPYRIGHT AND RECORDING**

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, including lectures by University instructors. The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

### **EXTREME CIRCUMSTANCES**

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.