



**HRIR 7450 (A01) (3.0 CH)**  
**HUMAN RESOURCE MANAGEMENT &**  
**INDUSTRIAL RELATIONS**  
**Winter 2009**

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**INSTRUCTOR**

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Office Location: 418 Drake Centre

Office Hours: Tuesday 1:00 – 2:00 or  
by appointment

**COURSE DESCRIPTION**

The process of valuing, employing, developing, motivating and maintaining human resources in an industrial society. An introduction to the study of labour relations in the social technical systems of the Federal Government, the Provincial government and profit and non-profit organizations.

**COURSE OBJECTIVES**

This survey seminar is designed to provide participants with an understanding of Human Resources Management and Industrial Relations in the private, public, and non-profit sectors of Canadian Industry. The seminars are organized to encourage interdisciplinary discussions of legal, organizational, environmental, technical, and global subject matter integral to Human Resource Management and Industrial Relations. The focus is to provide participants with knowledge of how Human Resources functions within an organization to gain a competitive advantage through the management of work and people. The theories and processes covered in this seminar are important for all managers to understand, as they pertain to the development and utilization of human knowledge, skills, and abilities.

**REQUIRED READINGS**

Dessler, G., Cole, N. D., Goodman, P. M., & Sutherland, V. (2007). *Management of Human Resources: In Class Edition* (2<sup>nd</sup> Canadian Edition). Pearson Prentice Hall.

**RECOMMENDED**

- Canadian HR Reporter -- <http://www.hrreporter.com/home/default.asp>
- HRM Guide -- <http://www.hrmguide.net/canada>
- Gardiner, Dan, *Risk: The Science and Politics of Fear*, McClelland & Stewart, 2008.
- Groopman, Jerome, *How Doctors Think*, Houghton Mifflin, 2008

**COURSE FORMAT**

The seminar consists of 10 sessions, each scheduled for 3 hours and 15 minutes, plus a final exam to be scheduled by the MBA office. Sessions will begin promptly at 2:30 p.m.

## EXPECTATIONS

As a group, it is expected that a professional atmosphere will be maintained; this includes respectful discussion and humour, suitable use of technology (e.g. no emailing or browsing if you bring a computer to class, no use of cell phones, blackberry's, or MP3 players), and attention to class discussion (e.g. no side conversation while others are talking, no leaving and returning to the classroom while lecture/class discussion is taking place). You are expected to arrive on time for class and to come to class prepared.

If you have an unavoidable conflict, please make an effort not disturb your classmates by arriving late or leaving early or asking me to repeat any missed portion of the session.

Every class will require the participant's active participation. You should have completed the assigned readings and other preparation prior to class so that you may actively participate in class discussions. I will not "teach the text" but rather the subject matter.

Please let me know prior to 12:00 p.m. on each session day if you are going to be absent from the session so that I can be certain that your classmates do not suffer from your absence by making arrangements for in-class exercises.

You are expected to write the final examinations on the scheduled day, time, and location. If you are unable to write the final exam because of illness or a domestic tragedy, you will be required to write a make-up examination on the day and time specified by the professor.

Students with disabilities that affect their ability to participate fully in class or to meet all course requirements should bring this to the attention of the professor during the first week of class so that appropriate accommodations can be made.

## EVALUATION

You are expected to turn in assignments by the beginning of class on the due date of the assignment **ELECTRONICALLY BY EMAIL**. All assignments can be sent to [fassina@cc.umanitoba.ca](mailto:fassina@cc.umanitoba.ca) and **MUST** contain your student ID and HRIR 7450 in the in the subject line. Late penalties will be established on a case-by-case basis (i.e., assignments that are handed in past the specified due date and time will be assigned a penalty of 5% per 24 hour period late except under extreme circumstances outside of your control).

I will re-grade work that is appealed. Grading appeals must include a detailed written description of your concern and the reasons for why your mark should be changed (based in HRM theory and literature). You should be aware that subsequent to a re-grade, your grade might raise, stay the same, or drop.

### 1. Term Project (40%)

Topics for a term paper shall be discussed in class. The term paper will be marked based on the same criteria regardless of whether you choose to complete this assignment as an individual or as part of a group (maximum 3 persons). If you choose to complete this project as a team, please keep the following in mind:

- (a) Each member will receive the same grade regardless of their contribution to the project;
- (b) The instructor will not adjust individual marks based on their subjective perceptions of individual contribution;
- (c) You are responsible for managing and policing your own team, and;
- (d) Once a team has been set, members may not be added or removed from the project.

To facilitate the writing of your term paper you are asked to produce a (max) 5-page Proposal of your term paper. This will include the area and topic of study and the basic structure of your argument or idea.

- The Proposal is due on: **January 27<sup>th</sup>**
- I will also meet with you individually after the proposal to give you feedback on your paper idea. Your term paper is a **major** piece of work for this class.
- You are expected to write a comprehensive paper, developing an in-depth idea or argument on the given subject matter (We will go over this in more detail in class, in terms of quality.)

The paper is due on the last day of the course: **March 17<sup>th</sup>**

## 2. Assignments (30%)

Throughout the semester, you will be given written assignments that will require you to integrate the information provided in the readings and the classroom. These assignments will focus on the application of materials. Six assignments will be provided. Each student will be required to complete four of the assignments. Although students may choose to complete more than four assignments for learning purposes, I will only assign a grade to the first four assignments turned in by a student. All additional assignments will not receive a grade. Assignments are to be a maximum of 500 words.

## 3. Final Examination (30%)

The final exam will be scheduled by the MBA office. The final examination will test your knowledge of the topics covered during the entire semester.

## Grading Structure

Evaluation Breakdown		Grade Distribution	
Term Project	40%	A+	90 – 100%
Assignments	30%	A	85 – 89%
Final Examination	30%	B+	80 – 84%
		B	75 – 79%
		C+	70 – 74%
		C	60 – 69%
		D	50 – 59%
		F	0 – 49%

## TENTATIVE CLASS SCHEDULE

Session	Topic	Readings/Assignments
January 6 <sup>th</sup>	<ul style="list-style-type: none"> <li>Strategic HRM</li> <li>A Framework for Human Resource Management</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 1</li> </ul>
January 13 <sup>th</sup>	<ul style="list-style-type: none"> <li>Legal Context of HRM</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 2</li> <li>Discussion of assigned case study</li> </ul>
January 20 <sup>nd</sup>	<ul style="list-style-type: none"> <li>Job Analysis / Job Design</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 3</li> <li>Discussion of assigned case study</li> </ul>
January 27 <sup>th</sup>	<ul style="list-style-type: none"> <li>Planning and Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 4</li> <li>Discussion of assigned case study</li> </ul>
February 3 <sup>th</sup>	<ul style="list-style-type: none"> <li>Selection</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 5</li> <li>Discussion of assigned case study</li> </ul>
February 10 <sup>th</sup>	<ul style="list-style-type: none"> <li>Training and Development</li> </ul>	<ul style="list-style-type: none"> <li>Chapters 6</li> <li>Discussion of assigned case study</li> </ul>
February 17 <sup>th</sup>	<ul style="list-style-type: none"> <li>Mid-term break</li> </ul>	
February 24 <sup>th</sup>	<ul style="list-style-type: none"> <li>Performance Management</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 7</li> <li>Discussion of assigned case study</li> </ul>
March 3 <sup>th</sup>	<ul style="list-style-type: none"> <li>Total Rewards</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 8 &amp; 9</li> <li>Discussion of assigned case study</li> </ul>
March 10 <sup>th</sup>	<ul style="list-style-type: none"> <li>Employee Relations</li> <li>Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 11;</li> <li>Discussion of assigned case study</li> </ul>
March 17 <sup>th</sup>	<ul style="list-style-type: none"> <li>Meeting other HR Goals</li> </ul>	<ul style="list-style-type: none"> <li>Chapters 10 &amp; 12</li> <li>Discussion of assigned case study</li> <li>Term Papers Due</li> </ul>

Note: If any changes to the readings are required, they will be identified during the previous week. Additional readings will be passed out during class time. The Tentative Schedule may change.



## ACADEMIC INTEGRITY

I.H. Asper School of Business—Faculty of Management, The University of Manitoba

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It is critical to the reputation of the I. H. Asper School of Business and of our degrees that everyone associated with our faculty behaves with the highest academic integrity. As the faculty that helps create business and government leaders, we have a special obligation to ensure that our ethical standards are beyond reproach. Any dishonesty in our academic transactions violates this trust. The University of Manitoba Graduate Calendar addresses the issue of academic dishonesty under the heading “Plagiarism and Cheating.” Specifically, acts of academic dishonesty include, but are not limited to:

- using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words
- duplicating a table, graph or diagram, in whole or in part, without referencing the source
- paraphrasing the conceptual framework, research design, interpretation, or any other ideas of another person, whether written or verbal (e.g., personal communications, ideas from a verbal presentation) without referencing the source
- copying the answers of another student in any test, examination, or take-home assignment
- providing answers to another student in any test, examination, or take-home assignment
- taking any unauthorized materials into an examination or term test (crib notes)
- impersonating another student or allowing another person to impersonate oneself for the purpose of submitting academic work or writing any test or examination
- stealing or mutilating library materials
- accessing tests prior to the time and date of the sitting
- changing name or answer(s) on a test after that test has been graded and returned
- submitting the same paper or portions thereof for more than one assignment, without discussions with the instructors involved.

Many courses in the I. H. Asper School of Business require group projects. Students should be aware that group projects are subject to the same rules regarding academic dishonesty. Because of the unique nature of group projects, all group members should exercise special care to insure that the group project does not violate the policy on Academic Integrity. Should a violation occur, group members are jointly accountable unless the violation can be attributed to a specific individual(s).

Some courses, while not requiring group projects, encourage students to work together in groups (or at least do not prohibit it) before submitting individual assignments. Students are encouraged to discuss this issue as it related to academic integrity with their instructor to avoid violating this policy.

In the I. H. Asper School of Business, all suspected cases of academic dishonesty are passed to the Dean’s office in order to ensure consistency of treatment.



# MEDICAL ABSENTEEISM FORM

I.H. Asper School of Business—Faculty of Management, The University of Manitoba

<b>STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)</b>			
_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		_____
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

<b>TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed)</b> (PLEASE PRINT CLEARLY)		
_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	
Telephone Number	Fax Number	
<p><b>To the attention of the physician:</b> Your evaluation of the student's condition is being used for the purpose of determining whether or not the student has a <u>valid reason</u> to miss an important <u>exam</u> or <u>assignment</u>. <u>Your professional evaluation is necessary to ensure that only valid cases are excused.</u></p> <p><b>I certify that the nature of the student's condition is severe enough to prevent the student from taking an exam or completing an assignment. If requested, my associates or I will verify for the above named instructor/administrator that this information is accurate.</b></p> <p>The student's condition will likely span the following dates:</p> <p>_____ until _____</p> <p>(Indicate start date) (Indicate end date)</p> <p>_____</p> <p>Physician's Signature Date</p>		

<b>NOTES TO PHYSICIAN:</b>
<ul style="list-style-type: none"> <li>• Please make a note in the student/patient's file indicating that the student has given the above named instructor/administrator permission to verify with you, your staff, or your colleagues, that the information contained on this form is correct. Thank you for your professional evaluation of this student's condition.</li> <li>• <b>PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.</b></li> </ul>

<b>NOTES TO STUDENT:</b>
<ul style="list-style-type: none"> <li>• The use of <u>this</u> form is at the option of the student. However, in order to obtain an excused absence for an assignment or exam the student must obtain a doctor's certification that the student's condition is severe enough to prevent the student from taking the exam or completing the assignment.</li> <li>• It is <b>NOT SUFFICIENT</b> to provide a note that only indicates the student visited the doctor's office.</li> </ul>



**Neil Fassina**

**Assistant Professor**

Department: Business Administration

**Areas of Research Interest:** Negotiations, Decision Making, Emotions

Neil's research is intended to help practicing managers negotiate and make decisions more effectively. To this end, his research focuses on the areas of negotiation tactics, the role of emotion in negotiations and decision making, and strategic decision making errors.

**Areas of Teaching Interest:** Business Negotiations, Collective Bargaining, Human Resource Management, Managerial Decision Making.

Dr. Neil Fassina joined the Asper School of Business in 2004. He earned a Ph.D. in Organizational Behaviour and Human Resource Management from the Rotman School of Management at the University of Toronto in 2005. He has also obtained a B.Sc. in Psychology from the University of Calgary.

Neil is currently teaching Negotiations, Collective Bargaining and Human Resource Management in both the Undergraduate and MBA programs.

In his consulting work, Neil gives seminars on effective negotiation strategies to employees of all levels in private, public, and non-profit organizations. Neil also serves as an executive negotiation coach.