



HRIR 7450 (A02) (3.0 CH)
HUMAN RESOURCE MANAGEMENT &
INDUSTRIAL RELATIONS
Winter 2010

INSTRUCTOR

Name:	Dr. Bob Kent	Office Location:	674 Drake Centre
Phone:	770-2184 (cell)	Office Hours:	Thursday 5:00 – 6:15
Fax:	1-866-450-5932	Class Time:	Thursday 6:15 - 9:30
Email:	DrBobKent@mansis.com		

COURSE DESCRIPTION

This course covers 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 course is designed to provide students with an understanding of the human resource management (HRM) function within organizations from the perspective of a General Manager or CEO in designing and implementing effective HRM policies and practices. Major topics to be covered include legislation, HR planning, recruitment, selection, employee training and development, managing performance, compensation, occupational health and safety, and labour relations.

COURSE MATERIALS

1. Dessler, G., Cole, N. D., Goodman, P. M., & Sutherland, V. (2007). *Management of Human Resources: In Class Edition* (2nd Canadian Edition). Pearson Prentice Hall.
2. Kent, R. H., *Simple, Sensible Management: Principles and Practice of Managing People*, (2009) Pragma Press, pdf text (available from Instructor).

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 course consists of 10 classes, each scheduled for 3 hours and 15 minutes, plus a final exam to be scheduled by the MBA office. Classes will begin promptly at 6:15 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 to 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 on the scheduled day, time and location, please contact the Graduate Program Office as soon as possible to discuss your situation.

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.

COURSE EVALUATION

You are expected to turn in assignments by the beginning of class on the due date of the assignment **ELECTRONICALLY BY E-MAIL**. All assignments can be sent to DrBobKent@mansis.com 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) You are responsible for managing and policing your own team, and;
- c) 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: **February 4.**

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 18.**

2. **Assignments (30%)**

Throughout the semester, you will be given 5 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. 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.

COURSE ASSESSMENT

Grading Structure:

Term Project	40%
Assignments	30%
Final Examination	30%

Final grades will be assigned as follows;

Cumulative Marks	Grade	GPA	Performance
90-100	A+	4.5	Excellent
80-89	A	4.0	Very Good
75-79	B+	3.5	Good
70-74	B	3.0	Satisfactory
65-69	C+	2.5	Marginal
60-64	C	2.0	Unsatisfactory
50-59	D	1.0	Unsatisfactory
Below 50	F	0.0	Unsatisfactory

COURSE SCHEDULE

Date	Topic	Reading Assignments
January 7	◆ Strategic HRM ◆ A Framework for Human Resource Management	◆ Chapter 1 (Dessler) ◆ Part A (Kent)
January 14	◆ Legal Context of HRM	◆ Chapter 2 (Dessler)
January 21	◆ Job Analysis/Job Design	◆ Chapter 3 (Dessler) ◆ Part B, Chapters 1 - 6 (Kent)
January 28	◆ Planning and Recruitment	◆ Chapter 4 (Dessler)
February 4	◆ Selection	◆ Chapter 5 (Dessler)
February 11	◆ Training and Development	◆ Chapter 6 (Dessler)
February 18	◆ Mid-term Break	◆ Part B, Chapters 7 - 15 (Kent)
February 25	◆ Performance Management	◆ Chapter 7 (Dessler) ◆ Part B (Kent) ◆ Appendices (Kent)
March 4	◆ Total Rewards	◆ Chapter 8 & 9 (Dessler)
March 11	◆ Employee Relations ◆ Diversity	◆ Chapter 11 (Dessler)
March 18	◆ Meeting other HR Goals	◆ Chapter 10 & 12 (Dessler) ◆ Term Paper Due

ACADEMIC REGULATIONS

Students are encouraged to contact Disability Services at 474-6213 or the instructor should special arrangements need to be made to meet course requirements.



ACADEMIC INTEGRITY

I.H. Asper School of Business, The University of Manitoba

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, The University of Manitoba

STUDENT IDENTIFICATION: (PLEASE PRINT CLEARLY)

_____	_____	_____	_____
Last Name	First Name	Middle Initial	U of M Student Identification Number
_____	_____		
Course #	Instructor Name		
_____	_____		
Student's Signature	Date		

TO BE COMPLETED BY THE ATTENDING PHYSICIAN: (after the above section is completed) (PLEASE PRINT CLEARLY)

_____	_____	_____
Physician's Last Name	Physician's First Name	Middle Initial
_____	_____	_____
Street Address	City, Province	Postal Code
_____	_____	_____
Telephone Number	Fax Number	
_____	_____	
<p>To the attention of the physician: 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>. Your professional evaluation is necessary to ensure that only valid cases are excused.</p>		
<p>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.</p>		
<p>The student's condition will likely span the following dates:</p>		
_____	until	_____
(Indicate start date)		(Indicate end date)
_____		_____
Physician's Signature	Date	

NOTES TO PHYSICIAN:

- 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.
- **PLEASE ATTACH THIS FORM TO YOUR REGULAR OFFICE STATIONERY THAT INDICATES THE STUDENT VISITED YOUR OFFICE.**

NOTES TO STUDENT:

- The use of this 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.
- It is NOT SUFFICIENT to provide a note that only indicates the student visited the doctor's office.



Robert H. (Bob) Kent

Instructor

Department: Business Administration

Areas of Research Interest: Performance Management, Organizational Change, HR Insourcing, and Management Training & Development

Since 1978 through his management consulting company, Bob has been researching and developing systems and procedures to facilitate effective human resource management in a wide range of organizations and industries. Related to his research and development, Bob has published several texts and dozens of articles on subjects including Management Training & Development, Organizational Change, Performance Management, Employee Performance Problem-Solving and the Principles and Practices of Managing People.

Areas of Teaching Interest: Performance Management, Organizational Change, Human Resource Management and Organizational Behavior.

Dr. Kent has taught many management programs for the University of Manitoba since 1975 in the faculties of Commerce and Management (now the Asper School of Business), Medicine and Continuing Education. He earned a Ph.D. in Organizational Behaviour from the University of British Columbia in 1975. He also obtained a B.Sc. in Mathematics and an MBA from the University of Manitoba.

Bob is the President of The Mansis Development Corporation, and through the Mansis HR Insourcing Division, he also functions concurrently as the HR Manager/Director of three different organizations, implementing and managing the HR function. He also coaches and consults with senior management on their HR issues, and conducts dozens of public and private workshops and conferences annually.