

COURSE OUTLINE		
TERM: Spring 2019	COURSE NO: NABU 330	
INSTRUCTOR:	COURSE TITLE: Cross Border Issues in Strategic Human Resources Management	
OFFICE: LOCAL: E-MAIL: @capilanou.ca	SECTION NO(S):	CREDITS: 3.0
OFFICE HOURS:		
COURSE WEBSITE:		

Capilano University acknowledges with respect the Lil'wat, Musqueam, Squamish, Sechelt, and Tsleil-Waututh people on whose territories our campuses are located.

COURSE FORMAT

Two 1.5 hour classes per week for 13 weeks plus two week exam period.

Fourth hour activities include current H.R. events reporting utilizing print media, YouTube etc.

COURSE PREREQUISITES/CO-REQUISITES

None

CALENDAR DESCRIPTION

The course is designed to provide students with an overall appreciation and insight into the cross border similarities and differences in the application of current human resource management approaches in Canadian and US organizations. In smaller organizations there often isn't an "official" Human Resource Department however, H.R. skills are critical to successful business practices in Canada and the U.S.

REQUIRED TEXTS AND/OR RESOURCES

Mathis, R. & Jackson, J., Human Resource Management. 10th ed. Thomson- Southwestern
 Moodle site: <https://moodle.capilanou.ca>

COURSE STUDENT LEARNING OUTCOMES

On successful completion of this course, students will be able to do the following:

- Demonstrate effective oral communication in presentations.
- Demonstrate effective written communication in assignments.
- Demonstrate effective use of MS Suite programs in a variety of presentations.
- Contrast the Canadian and US approaches to the functional areas of Strategic Human Resources Management.
- Compare the Canadian and US strategic Human Resources Management responses to changes in the external business environment.
- Critique various Strategic Human Resources methods used to facilitate a successful merger or acquisition between a Canadian and US firm.
- Differentiate between Human Resource Planning options available in both the US and Canada to balance employee deficits or surpluses.
- Compare HR legislation in Canada and the US and the differing effects on managing people.

- Research an employment issue alleging discrimination and describe how it is handled in Canada and how it is handled in the US
- Describe the various recruiting methods and the factors, which influence their use. Describe the difference between the US (e.g. Affirmative Action) and Canadian methods.
- Compare reliability and validity issues in performance appraisal in the Canadian and US organizational context.
- Prepare an employee handbook for a US firm.
- Compare the strategic intent of various total rewards programs in US and Canadian firms.
- Research and assess current US and Canadian issues in strategic Human Resource Management.
- Demonstrate leadership in class discussion and small group assignments.
- Demonstrate effective team work and conflict resolution skills in class and small group assignments.
- Demonstrate respect and value for the diverse viewpoints and experiences in the classroom population-global.
- Recognize the ethnocentric values contained in the Canadian and US approaches to Human Resources Management.
- Contrast a variety of global approaches to Human Resources Management.
- Anticipate variety in cultural expression of events.

***See Faculty of Business – Our Commitment to Assessment and Constructive Feedback for description of the six “Levels” of Comprehension.**

OUR COMMITMENT TO ASSESSMENT AND CONSTRUCTIVE FEEDBACK

The Faculty of Business is committed to providing feedback that rewards excellence and motivates personal development. We use a mixture of personal, peer and professional assessment so that students have a diverse view of their progress in skills and abilities development. It is important to use feedback to enhance the quality of learning. The assessment model is designed to give a fair reflection of the letter grade earned, as well as a road map for personal skill and ability development. For each skill and ability in the course students will be assessed as to the level of comprehension demonstrated. Grades are a function of how students have met course expectations as to those levels of comprehension.

SIX “LEVELS” of comprehension

KNOWLEDGE	
1. Recognize	Be able to identify the components of a framework or tool.
2. Define	Be able to describe the aspects of the components of the framework or tool.
APPLICATION	
3. Use	Be able to manipulate the framework or tool to cause a result.
4. Interpret Results	To understand the result of the manipulation in a meaningful way.
JUDGMENT	
5. Situational Use	To be able to identify situations where the framework or tool should be applied, and then apply the framework or tool, including using the results effectively.
6. Adaptation	To be able to creatively adapt the framework or tool such that its use will maximized in a given situation.

COURSE CONTENT

Session	Topic	Text
Week 1	<u>The Nature of Human Resources Management</u> <u>The Strategic Role of HRM: Canada and U.S. similarities and differences</u> <i>Illustrative and contextual case study: HR implications in a US acquisition of a Canadian company (ie privacy, values)</i>	Ch 1, 2
Week 2	<u>Staffing the Organization: The Legal Framework for Equal Employment: U.S. (EEOC, OFCCP, ADEA, ADA etc)</u> <u>Managing Diversity and other U.S. legal requirement (FMLA, COBRA etc)</u> <i>Chapter 4 Case Race Discrimination costs Coca Cola</i> U.S. H.R. Story Assignment 1 briefing: U.S. Company Analysis Project	Ch 4, 5
Week 3	<u>The Legal and Behavioral aspects of Job Analysis: Canada and U.S.</u> U.S. HR Story	Ch 6
Week 4	Assignment 1 Due: U.S. Company Analysis Project 5 minute individual presentations <u>Recruitment and Selection: Canada and U.S. (U.S. "At Will" employment, drug testing, vacation time etc)</u> U.S. HR Story Assignment 2 briefing: Developing an Employee Handbook Project.	Ch 6,7,8
Week 5	<u>Training- The Strategic Approach (Corporate Universities, e learning etc)</u> U.S. HR Story	Ch 9
Week 6	<u>Individual Performance and Retention</u> Review SHRM (U.S.) Retention Practices Survey U.S. HR Story	Ch 3
Week 7	Review and Midterm practice U.S. HR Story Assignment 2 due: U.S. Employee Handbook	
Week 8	MIDTERM (Chapters 1 – 9) Assignment 3: Small group project assigned – dates chosen	
Week 9	Midterm Feedback Assignment 3: research proposal due <u>Performance Management</u> U.S. HR Story	Ch 11
Week 10	<u>Compensation Strategies and Practices (FLSA legislation)</u> U.S. HR Story	Ch 12
Week 11	<u>Managing Employee Benefits ((Health and Retirement Plans - HIPAA, PPO's HMO's 401Ketc)</u> U.S. HR Story Assignment 3: Project presentations (variable dates)	Ch 14
Week 12	<u>Employee Rights and Discipline.</u> Assignment 3: Project presentations (variable dates)	Ch 16

Week 13	Globalization of HR Management Assignment 3: Project presentations (variable dates) U.S. HR Story	Ch 18
Week 14-15	Final exam	

Please note: The above schedule is an estimate only. Changes will be made at the discretion of the instructor and posted on the course web site on Moodle. Please attend class to ensure you are prepared for all graded assignments, cases, and exams.

EVALUATION PROFILE

Assessment	% of Final Grade	Individual/ Group	CAPabilities Assessed			
			Communi- cations	Analysis & Decision Making	Social Interaction	Citizenship & Global Perspectives
Assignment 1: Company Analysis	15%	I	X	X		
Assignment 2: Employee Handbook	20%	G	X	X	X	X
Mid Term	20%	I	X	X		
Assignment 3: Project	20%	G	X	X	X	X
Final	20%	I	X	X		
Participation	5%	I	X	X	X	X
Total	100%					

ASSIGNMENTS: Up to 20% deducted for improper grammar, spelling etc.

Individual:

Assignment 1: H.R. Analysis of a U.S. Company

Students will identify a publicly listed US company known to have an excellent corporate culture and positive H.R. focus. Students will identify a Canadian company in the same or similar industry. Students will prepare a three - five page paper comparing and contrasting similarities and differences found.

Mid-Term:

This exam will cover chapters 1-9 of the text, as well as related Human Resources material covered in class. The format will be a combination of subjective and objective questions.

Final Exam:

This exam will cover chapters 11, 12, 14, 16, 18 of the text, as well as related Human Resources material covered in class. The format will be a combination of subjective and objective questions.

Participation:

Class participation is not merely attending class. Marks will be awarded for professional participation in class discussions, in groups and in the course generally. Little or no individual participation and non-professional behaviors (texting, computer use for non-class activities) will result in a loss of marks.

Small Group:

Assignment 2: New Employee Handbook

Working within randomly assigned small groups, and using a randomly assigned US company, students will prepare an Employee Handbook for a non-union company that has 100 employees and a company intranet.

Assignment 3: Project - Paper/Presentation:

Working within randomly assigned small groups, students will identify a U.S. human resources topic and prepare a teaching or conference presentation to the class. Does the topic have relevance in Canada? The topic will be approved via a project proposal.

GRADING PROFILE

A+ = 90-100	B+ = 77-79	C+ = 67-69	D = 50-59
A = 85-89	B = 73-76	C = 63-66	F = 0-49
A- = 80-84	B- = 70-72	C- = 60-62	

UNIVERSITY POLICIES

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Cheating and Plagiarism, Academic Probation and other educational issues. These and other policies are available on the University website.

In addition to the policies of the university, the Faculty of Business has the following policies governing the management of our classes and curriculum.

FACULTY OF BUSINESS POLICIES

Attendance: Regular attendance and punctuality are both essential and expected due to the nature and format of the course materials.

Cheating and Plagiarism:

Cheating is an act of deceit, fraud, distortion of the truth, or improper use of another person's effort to obtain an academic advantage. Cheating includes permitting another person to use one's work as their own.

Plagiarism is the presentation of another person's work or ideas as if they were one's own. Plagiarism is both dishonest and a rejection of the principles of scholarship. Information about how to avoid plagiarism by proper documentation of sources is available in the Library, the Writing Centre and is published in the University Calendar.

Penalties for Cheating and Plagiarism:

A grade of '0' for an examination, quiz or assignment or 'F' for the course may be assigned if cheating or plagiarism has taken place. First incidents deemed by the instructor to be particularly serious or second or subsequent incidents of cheating and plagiarism will be dealt with under the provisions of the University Policy on Cheating and Plagiarism (See the University Calendar). All students should familiarize themselves with the University Policy on Cheating and Plagiarism as such behaviour can result in suspension from the University.

Incomplete Grades:

Incomplete grades will not be given unless special arrangements have been made with the instructor prior to the date set by University Administration.

Professional Behaviour:

Students must demonstrate a professional attitude and behaviour toward work, fellow students and their instructors. Each student should demonstrate reliability, respect for and co-operation with colleagues. A willingness to work calmly and courteously under difficult conditions as well as a determination to achieve first-class work while meeting deadlines is necessary in the Business Faculty. Students should have respect for equipment and systems. Students should display a constructive response to criticism.

Copyright Policy:

Students are expected to familiarize themselves with and abide by the University's Copyright Policy. The University's Copyright Policy is published in the University Calendar.

PROGRAM POLICIES – Capilano School of Business

In addition to the Capilano University and Faculty of Business policies, the Capilano School of Business has the following policies governing the management of our classes and curriculum.

Missed Exams and Quizzes:

Missed exams or quizzes will receive a grade of "0" unless PRIOR arrangements (wherever possible) are made with the instructor.

Permission to make up an exam will only be given in extraordinary situations such as illness of the student or the death of a close family member. A doctor's certificate, or other proof supporting the reason for the absence, may be required.

English Usage:

All assignments are marked for correct English usage, proofreading and formatting.

COURSE LEVEL POLICIES

In addition to Capilano University, Faculty of Business, and the Capilano School of Business policies, the following policies govern the management of this class and its curriculum.

Assignments:

Homework assignments are due at the start of class on the due date unless otherwise advised by your instructor. Late assignments will only be accepted if prior approval for a late submission date has been given by the instructor.

Programmable Tools:

Please note the use of programmable items such as calculators, dictionaries etc. is forbidden during tests, quizzes, and exams. Cell phones are not to be brought to any test, quiz, or exam.

Additional clarification/expansion of departmental or faculty level policies at the discretion of the instructor.

UNIVERSITY OPERATIONAL DETAILS**Tools for Success**

Many services are available to support student success for Capilano University students. A central navigation point for all services can be found at: <http://www.capilanou.ca/services/>

Capilano University Security: download the [CapU Mobile Safety App](#)**Policy Statement (S2009-06)**

Capilano University has policies on Academic Appeals (including appeal of final grade), Student Conduct, Academic Integrity, Academic Probation and other educational issues. These and other policies are available on the University website.

Academic Integrity (S2017-05)

“All Course Outlines must provide students with a clear definition of academic dishonesty, including cheating and plagiarism, and a statement of the sanctions for academic dishonesty, which the department/instructor may apply.”

Any instance of academic dishonesty or breach of the standards of academic integrity is serious and students will be held accountable for their actions, whether acting alone or in a group. See policy S2017-05 for more information: <http://www.capilanou.ca/about/governance/policies/Policies/>

Violations of academic integrity, including dishonesty in assignments, examinations, or other academic performances, are prohibited and will be handled in accordance with the Student Academic Integrity Procedures.

Academic dishonesty is any act that breaches one or more of the principles of academic integrity. Acts of academic dishonesty may include but are not limited to the following types:

Cheating: Using or providing unauthorized aids, assistance or materials while preparing or completing assessments, or when completing practical work (in clinical, practicum, or lab settings), including but not limited to the following:

- Copying or attempting to copy the work of another during an assessment;
- Communicating work to another student during an examination;
- Using unauthorized aids, notes, or electronic devices or means during an examination;
- Unauthorized possession of an assessment or answer key; and/or,
- Submitting of a substantially similar assessment by two or more students, except in the case where such submission is specifically authorized by the instructor.

Fraud: Creation or use of falsified documents.

Misuse or misrepresentation of sources: Presenting source material in such a way as to distort its original purpose or implication(s); misattributing words, ideas, etc. to someone other than the original source; misrepresenting or manipulating research findings or data; and/or suppressing aspects of findings or data in order to present conclusions in a light other than the research, taken as a whole, would support.

Plagiarism: Presenting or submitting, as one’s own work, the research, words, ideas, artistic imagery, arguments, calculations, illustrations, or diagrams of another person or persons without explicit or accurate citation or credit.

Self-Plagiarism: Submitting one's own work for credit in more than one course without the permission of the instructors, or re-submitting work, in whole or in part, for which credit has already been granted without permission of the instructors.

Prohibited Conduct: The following are examples of other conduct specifically prohibited:

- Taking unauthorized possession of the work of another student (for example, intercepting and removing such work from a photocopier or printer, or collecting the graded work of another student from a stack of papers);
- Falsifying one's own and/or other students' attendance in a course;
- Impersonating or allowing the impersonation of an individual;
- Modifying a graded assessment then submitting it for re-grading; or,
- Assisting or attempting to assist another person to commit any breach of academic integrity.

Sexual Violence and Misconduct

All Members of the University Community have the right to work, teach and study in an environment that is free from all forms of sexual violence and misconduct. Policy B401 defines sexual assault as follows:

Sexual assault is any form of sexual contact that occurs without ongoing and freely given consent, including the threat of sexual contact without consent. Sexual assault can be committed by a stranger, someone known to the survivor or an intimate partner.

Safety and security at the University are a priority and any form of sexual violence and misconduct will not be tolerated or condoned. The University expects all Students and Members of the University Community to abide by all laws and University policies, including [B.401 Sexual Violence and Misconduct Policy](#) and [B.401.1 Sexual Violence and Misconduct Procedure](#).

Emergencies: Students are expected to familiarise themselves with the emergency policies where appropriate and the emergency procedures posted on the wall of the classroom.