

**The University of Western Ontario
Management and Organizational Studies**

**MOS 3344G 650 Online
Occupational Health and Safety Management Course Outline
January – April 2011**

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Course Website: <http://owl.uwo.ca>

COURSE DESCRIPTION/OBJECTIVES:

Managerial issues surrounding occupational health and safety practices and processes in Canada and specifically in the Province of Ontario will be discussed and examined. Technical, legislative, political and personal dimensions of the subject are examined, including managing a safety program.

Anti-requisite: Health sciences 3030a/b or 320 a/b

Prerequisite: Enrolment in third or fourth year of the BMOS/BACS program.

Note: You are responsible for ensuring that you have successfully completed all course prerequisites, and that you have not taken an anti-requisite course. Lack of prerequisites or having taken an anti-requisite course may not be used as a basis for appeal. If you are found to be ineligible for a course, you may be removed at anytime and will receive no adjustment to your fees. This decision cannot be appealed. If you find that you do not have the course prerequisites, it is in your best interest to drop the course well before the end of the drop period. Your prompt attention to this matter will not only protect your academic record, but will ensure that spaces become available for students who require the course for graduation.

TEXTBOOKS:

Kelloway, K. and Francis, L. (2008); "Management of Occupational Health and Safety", 4th Edition; Toronto: Nelson Thomson Learning, ISBN: 0-13-644233-2. Supplementary readings will be assigned from time to time.

EVALUATION:

Midterm 1	15%	(Saturday, January 29/11 – 9-11 a.m., UCC 41)
Midterm 2	20%	(Saturday, March 5/11 – 9-11 a.m., UCC 41)
Final Exam	20%	(April Exam Period – Room and Time TBA)
Term Project	15%	(See Individual Essay Section)
Individual Case Analysis	15%	(See Individual Case Analysis Section)
Weekly Participation	<u>15%</u>	(See Class Participation Section)
Total	100%	

Midterms/Final (55%):

The midterm and final will be made up of multiple choice questions, short answer and/or case questions and will be scheduled for two hours. They will cover the chapters indicated only including lectures and any supplementary assigned readings and are closed book. Students are responsible for material covered in the lectures as well as the assigned chapters in the text. Students are required to complete all components of this course. There are no exceptions to this. Extra assignments to improve grades will not be allowed. Students must bring identification to the midterm and final. Nothing is to be on/at one's desk during an exam except writing instruments.

Term Project (15%):

You will identify a real organization and receive permission from management to study the organization. Once permission is received, you will arrange to interview as many of the following as possible: the executive in charge of occupational health and safety and employees performing occupational health and safety functions. The study will focus on the selected organization's occupational health and safety objectives, structures, policies, practices and selected administrative problems. This information is often contained within employee handbooks, policy manuals or collective agreements. It will give you the opportunity to learn firsthand about the management of occupational health and safety in actual organizations. It will also provide you with the opportunity to develop field research methodologies and evaluation skills that should prove beneficial in professional assignments. Finally, for the organization cooperating with each of the student projects, the results of these studies should be helpful in future efforts to improve the efficiency and effectiveness of its occupational health and safety systems.

The final product of this study will be a **comprehensive essay due March 25/11 Midnight through the course website assignments link.** You should assume the stance of an outside consultant who has been called in to evaluate the occupational health and safety system of the particular organization. Draw on the text, course material and outside sources **(at minimum 10 sources)** to answer the following questions and provide your overall recommendations. At a minimum, the essay must reflect the items contained in the evaluation guide that follows.

Evaluation Guide: (200 marks)

A. Introduction (10)

B. The Organization and Its Mission (30)

1. When and why was this organization established?
 - a. Under what statutory or legal authority was it created?
 - b. What are the principal needs and objectives that the organization is designed to fulfill?
2. What are the structural components of the organization?
 - a. How is the organization structured to carry out its objectives?
 - b. Where is the focus of decision-making authority for carrying out these objectives?

- c. How centralized or decentralized is the decision-making process with respect to: Organizational planning? Operational management?
3. What budgetary constraints confront the organization? What is the total number of employees in the organization?
 - a. How are these employees distributed throughout the organization?
 - b. Does the organization operate overseas?
 - c. What are the major problems and opportunities confronting this organization? Up to this point, how has the organization responded to these challenges?
 - d. Does the organization have a strategic management plan, including goals, objectives and timetables?

C. The Role of the Occupational Health and Safety Function (90)

1. Does this organization have a formal and identifiable occupational health and safety function (department)?
2. When was this department formally established and why?
3. How is the occupational health and safety department organized to carry out the objectives of the organization?
4. How many individuals are directly associated with the occupational health and safety function or department?
5. What are the academic and employment backgrounds of those involved in the function or department?
6. If there is no formal and identifiable occupational health and safety function (department), why, and how are occupational health and safety functions carried out?
7. Where is the decision-making authority for occupational health and safety matters located within the company?
8. To what degree has the occupational health and safety function used information technology to manage information?
9. What is the perceived importance within the organization of the occupational health and safety function, in comparison to other organizational functions?

D. Safety and Health Programs (60)

1. What safety and health policies/procedures currently exist? Are any changes in these policies contemplated for the near future? If so, why?
2. What safety and health problems were the policies above designed to eliminate or minimize?
3. To what extent do employees abide by these policies? How do employees feel about these policies? Why?
4. Are these policies enforced and who is responsible for enforcement? If the policies are not enforced, why not?
5. What impact does occupational health and safety legislation have on the organization?
6. What future changes does the organization anticipate in the areas of health and safety?

E. Conclusion (10)

Additional Evaluation Criteria: (50 marks)

- A. Spelling and Grammar (5)
- B. Organization – Up to a 10 mark penalty will occur if the following is not adhered to in case submissions (10)
 - a. Typed, One inch margins, 12 point Arial font, full justification
 - b. Title Page, Executive Summary, Table of Contents, Introduction, Conclusion, References, and Exhibits (as appropriate) are required
 - c. The title page should be complete with course number and section, course title, assignment title, professor's name, your name and date submitted
 - d. The essay should not exceed 15 pages in length of text in the main body (i.e. Introduction to Conclusion inclusive, or 25 pages in overall length with inclusion of exhibits)
- C. Use of outside research sources and relevant theory – **At Least 10 Outside Sources Must Be Used (Beyond textbook)** (20)
- D. Bibliography (15)

Individual Case Analysis (15%):

You will analyze a case provided by Professor. The final product of this case analysis will be a **comprehensive report handed in on February 18/11 midnight through the course website assignments link**. You will analyze the case adhering to the evaluation guideline below. Draw on the text, course material and outside sources **(at minimum 5 sources beyond the textbook)** to provide your overall recommendations.

Evaluation Guide (100 marks)

A. Executive Summary (5)

- 1. Two paragraphs in length
 - a. First paragraph – briefly identify the major issues facing the manager/key person
 - b. Second Paragraph – summarize the recommended plan of action and include a brief justification of the recommended plan. What are the structural components of the organization?

B. Introduction (5)

C. Statement of the Problem (15)

- 1. State the problems facing the manager/key person
- 2. Identify and link the symptoms and root causes of the problems
- 3. Differentiate short term from long term problems
- 4. Conclude with the decision facing the manager/key person

D. Causes of the Problem (20)

- 1. Provide a detailed analysis of the problems identified in the statement of problem
- 2. In the analysis, apply theories and models from the text and/or readings
- 3. Support conclusions and/or assumptions with specific references to the case and/or the readings

E. Decision Criteria and Alternative Solutions (25)

1. Identify criteria against which you evaluate alternative solutions (i.e. time for implementation, tangible costs, acceptability to management)
2. Include two or three possible alternative solutions
3. Evaluate the pros and cons of each alternative against the criteria listed
4. Suggest additional pros/cons if appropriate

F. Recommended Solution, Implementation and Justification (25)

1. Identify who, what, when, and how in your recommended plan of action
2. Solution and implementation should address the problems and causes identified in the previous section
3. The recommended plan should include a contingency plan(s) to back up the “ideal” course of action
4. Using models and theories, identify why you chose the recommended plan of action – why it’s the best and why it would work

G. Conclusion (5)

Additional Evaluation Criteria: (50 marks)

- A. Spelling and Grammar (5)
- B. Organization – Up to a 10 mark penalty will occur if the following is not adhered to in case submissions (10)
 - a. Typed, One inch margins, 12 point Arial font, full justification
 - b. Title Page, Executive Summary, Table of Contents, Introduction, Conclusion, References, and Exhibits (as appropriate) are required
 - c. The title page should be complete with course number and section, course title, assignment title, professor’s name, your name and date submitted
 - d. The essay should not exceed 10 pages in length of text in the main body (i.e. Introduction to Conclusion inclusive, or 20 pages in overall length with inclusion of exhibits)
- C. Use of outside research sources and relevant theory – **At Least 5 Outside Sources Must Be Used (Beyond textbook)** (20)
- D. Bibliography (15)

Weekly Class Participation (15%):

Class participation is compulsory. The participation mark acknowledges the importance of the seminars in the learning and teaching process and is worth 20% of your overall grade. Participation in all of the seminars is required. The nature of the contribution is left to the individual student. As a guide, the contribution could be based on thoughts that arise after completing the week’s readings from the textbook. The intention with this task is to generate discussion about topics in modules that are of interest to individual students and to make material in the text come alive. Students who make comments, observations or remarks, about other students’ contributions (in an appropriately supportive way) will further enhance their marks in this task. Students are strongly advised to make contributions from the very first week rather than leaving it to the last few weeks to make their minimum contribution. Students must post their initial response to the questions posed each week in the discussion boards (by Wednesday of each week) and then respond appropriately to at least 2 other

student's entries. The Professor will view contributions on a weekly basis, provide selective feedback on these weekly contributions. Please review the evaluation guidelines for weekly participation submissions that are next. Each week's submissions will be evaluated out of 10 marks.

Evaluation Guidelines for Weekly Participation:

- 9-10 In every module, student makes valuable observations, demonstrates a thorough understanding of the readings, discovers additional readings, and addresses related topics.
- 7-8 The student contributes regularly to the tutorial discussion and demonstrates a reasonable understanding of the readings.
- 5-6 The student attempts to contribute to the tutorial discussion at a superficial level and responds and answers appropriately when asked.
- 3-4 Irregular participation by student, his/her questions and answers reflect inadequate and/or superficial preparation.
- 0-2 Little or no participation by student, and when called upon demonstrates little or no comprehension of the topic or readings.

POLICY ON CHEATING AND ACADEMIC MISCONDUCT:

Academic honesty is a cornerstone of conduct at university. We cannot have freedom of expression without integrity. While I trust that all of you embrace this principle, instances of cheating or plagiarism arise from time to time. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. I urge you to read the section on Scholastic Offences in the UWO Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgments necessary in academic papers: in using another writer's words, you must place the words in quotation marks and acknowledge that the words are those of another writer: in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is appropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse. Note that written submissions may be submitted to a verification program such as Turnitin at the Professor's discretion. This is not meant as a personal affront or as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre (519) 661-3573.

LECTURE OUTLINE:

Below is a tentative list of the lectures for this course. There may be departures from this list as some topics take up more or less time than originally scheduled. The readings corresponding to the lectures are listed below.

Date of Class	Topic(s)	Textbook Readings
Jan 3-7	Introduction	Chapter 1
Jan 10-14	Legislative Framework	Chapter 2
Jan 17-21	Worker's Compensation	Chapter 3
Jan 24-28	Physical Agents Midterm 1 (Chapters 1-4) – Saturday, January 29/11	Chapter 4 9-11 a.m. UCC 41
Jan 31-Feb 4	Chemical and Biological Agents	Chapter 5
Feb 7-11	Psychosocial Hazards	Chapter 6
Feb 14-18	Hazard Recognition and Assessment Individual Case Analysis Due	Chapter 7 February 18 Midnight
Feb 21-25	READING WEEK	NO CLASSES
Feb 28-Mar 4	Hazard Control Midterm #2 (Chapters 5-8) – Saturday, March 5/11	Chapter 8 9-11 a.m. UCC 41
Mar 7-11	Training	Chapter 9
Mar 14-18	Motivating Safety Behaviour at Work	Chapter 10
Mar 21-25	Emergency Response and Emergency Preparedness Term Project Report Due	Chapter 11 March 25 Midnight
Mar 28-Apr 1	Accident Investigation	Chapter 12
Apr 4-8	Workplace Wellness All Discussion Board Entries Must Be Posted By	Chapter 13 April 8 Midnight
April Exam Period Apr 10-30	Final Exam (Chapters 9-13) – Date & Time TBA	Room TBA

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, (i.e., unable to write term tests or final examinations or complete course work by the due date), you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted. If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.

In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.

In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.

For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.