

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

MOS 4485F 001

Human Resources Administration for HR Specialists Course Outline

Classroom: Talbot College 342 (Fridays, 12:30 – 3:30 p.m.)

September - December 2010

Professor: Dr. Jody Merritt, DBA, MBA, CHRP

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Office Hours: By appointment

Phone: 519-972-4680

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

OBJECTIVES:

The goal of this course will be to provide students specializing in Human Resource Management with an overview of the key theories and practices of human resource management (HRM) in different organizational settings. We will examine different perspectives of human resource management (accepted practices versus contemporary or revolutionary views). The focus will be on the role of HR departments and on specific processes such as job design and analysis, strategic planning, hiring (staffing), performance management, training and development, health and safety, as well as other aspects influencing HRM such as the legal framework, labour relations, workplace equality, occupational health and of course career strategies and management.

Anti-requisite: The former Administrative and Commercial studies 260, 382E.

Prerequisite: (1) of: MOS (formerly ACS) 180, 280 F/G, Psychology 164, 266 a/b, Sociology 169, the former Psychology 264.

Enrollment in: Third or fourth year of the MOS 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:

Dessler, Gary, Nina D. Cole. (2011); "[Human Resources Management in Canada](#), Canadian 11th Edition; Toronto: Pearson Education Canada, ISBN: 0132142414. Supplementary readings will be assigned from time to time.

EVALUATION:

Midterm #1	20%	(Friday, October 8/10 – 2-4 p.m. TC 342)
Midterm #2	20%	(Friday, November 5/10 – 2-4 p.m. TC 342)
Final Exam	20%	(December Exam Period – Room and Time TBA)
Term Project	15%	(See Term Project Section)
Individual Case Analysis	15%	(See Individual Case Analysis Section)
Weekly Participation	<u>10%</u>	(See Participation Section)
Total	100%	

Midterms/Final (60%):

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%):

In groups of 5 people, you will identify a real organization and receive permission from management to analyze the role of human resource manager to gain a better understanding of this role. Once permission is received, your group will locate a human resource manager to interview. You may select a human resource generalist or human resource specialist. After this person understands the research project and agrees to cooperate, your group will conduct the interview. A suggested interview outline is given below for the questions to be asked. You are expected to prepare additional questions. You are expected to submit the final interview questions, along with the name of the organization and manager you will interview, for approval prior to conducting the actual interview by **October 1/10 at midnight through the course website assignments link.** Additionally, your group will gather research information on the company before the interview.

This project will 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 human resource management function.

The final product of this study will be a **comprehensive group presentation to be conducted on the dates indicated on the syllabus at the end of the term.** Each of you should assume the stance of an outside consultant who has been called in to evaluate the human resource management function 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 **powerpoint presentation must be 30 minutes in duration (no more than 40 minutes) and contain 30-35 powerpoint slides including the reference slide at the conclusion of your presentation of all sources used** and must reflect the items contained in the evaluation guide that follows. **A hardcopy of your powerpoint slides, interview questions and any example forms obtained must be provided to the Professor in a professional package prior to the start of your presentation.**

Evaluation Guide (450 marks)

A. Introduction (10)

B. The Organization (60)

1. Type of business/industry/organization
2. General description of company's products/services/operations
3. Brief company history
4. Overall number of employees and number of employees in each general occupational classification (i.e. managerial, clerical, skilled trades)
5. Organizational structure
6. Size and structure of the human resources department

C. Background of the Human Resource Manager (60)

1. Title
2. Academic qualification (highest degree earned and field of study)
3. Years with organization
4. Years of human resource management experience
5. Other work experience
6. Current membership in professional associations/organizations

D. Human Resource Management Functions – Ask the Human Resource Manager to discuss each of the following activities (200)

1. Ensure fair and consistent implementation of human resource policies and procedures
2. Counsel managers and/or supervisors on employee problems
3. Design appropriate staffing and recruiting policies and programs
4. Assist in interviewing, selecting, and hiring of employees
5. Design and implement performance evaluation systems
6. Administer compensation and benefit programs
7. Ensure compliance with legislation governing employment practices
8. Counsel employees on job-related and/or personal problems
9. Develop and maintain employee records and record-keeping systems
10. Develop employment equity or diversity policy and communicate policy to all managers
11. Ensure compliance with health and safety standards
12. Oversee administration of employee grievance procedures
13. Provide state-of-the-art solutions to employee relations problems
14. Plan for future human resource needs
15. Work with top management on human resource implications of business strategies and plans
16. Design and implement employee training and career development programs
17. Negotiate collective agreements
18. Administer and enforce provisions of collective agreements
19. Manage work-life programs
20. Other

E. Role of Human Resources Department – Ask the Human Resource Manager the following: (40)

1. What is the role of the human resource department in your organization?
2. To what extent is the human resource department involved in strategic business planning? Explain the nature of the involvement.

3. In your opinion, what are some of the most pressing human resource issues faced by your organization today? Why?
4. What was the most difficult organizational problem faced by your human resource department in the last five years? How was it resolved? In retrospect, would you have addressed the problem differently, and, if so, how?

F. Role of Human Resource Department (100)

1. Explore one of the HRM functions in depth with the human resource manager (i.e. recruiting, selection/staffing, compensation, training and development, performance evaluation). Your group should first review the material in the text on the human resource function you choose, and then prepare a set of questions for the manager relating to how that function is carried out in the organization. During the interview, be sure to obtain enough information on how the function is developed and administered so you can describe the function in detail in your presentation. Try to obtain examples of any forms and/or materials used in developing or administering the function (of course with permission).

G. Summary and Evaluation (20)

1. Is the human resource function of this organization contributing to the fulfillment of the organization's mission, objective and strategic plan? Is it making an effective contribution? Why or why not?

Additional Evaluation Criteria (70 marks)

- A. Creativity (10)
- B. Professionalism (10)
- C. Organization (10)
- D. Team Presence – **All Members in the Group Must Present** (10)
- E. Use of outside research sources – **At Minimum 10 Outside Sources Must Be Used** (10)
- F. Peer results from group utilizing peer form given by Professor (10)
- G. Group Code of Conduct (10)

Additional Term Project Requirements:

1. A final team must be created and communicated **through the course website assignments link to the Professor by September 24/10 at midnight.** Included in this communication must be the following information:
 - A. Name of each team member; Name of the team leader; Email addresses of all group members
 - B. How the team was constituted? In other words have you worked together before? Please include a code of conduct including what happens if people don't pull their weight (i.e. Group rules on this). This section must be very specific as the Professor will refer to this should any group issues occur. The group must try to resolve their own conflict prior to contacting the Professor. The Professor will ask the group what they have done to resolve this conflict if contacted.
 - C. List of the main strengths and weaknesses of each team member
 - D. A name for your team that symbolizes your "organizational culture"

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 October 22/10 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 7 pages in length of text in the main body (i.e. Introduction to Conclusion inclusive, or 14 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 Participation (10%):

An ongoing feature of this course is class discussion exercises provided by the Professor. Students will work in their groups to gain practice in applying the various Human Resource Management concepts learned to date in class. Your grade will be based on the following: participation and active initiative demonstrated in **weekly** class discussion exercises **as listed on your course syllabus**. You will be expected to **attend and actively participate** in contributing to a recommendation to the exercise posed that week. Your group will be required to hand in a summary of your analysis at the end of the discussion. Each exercise will be worth 1% apiece for a total of 10 percent. Each member of the group will receive 1% for participating and providing realistic solutions for each exercise.

Note: If you must miss a class discussion exercise, you must contact the Professor **PRIOR** to the scheduled class exercise with a **VALID** (i.e. illness, extenuating circumstance) reason for accommodation to be made. If you do not do this, you will **NOT** receive the opportunity to makeup that week's exercise and receive a grade of 0.

Performance Appraisal of Individual Performance through Peer Forms

Grading for the term project will be assisted by each team members' performance appraisal of the others on their team (**See Appendix A**). This will be utilized to determine each person's grades regarding the term project. **Your individual peer form must be sent to the Professor via the course website assignments link.**

Note: It is likely that an individual in a group who did not do their share of the work would receive less than the grade given for the project. In extreme cases (where the team member did very little) the person could receive an F, even though the project grade was an A. If you do not submit your peer form you will not receive your individual assessment until you do.

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.

Week	Start of Week	Topic	Text Chapters	Assignment Due Dates
1	Sept 13-17	Introduction to the Course The Strategic Role of Human Resources Management	Chapter 1 Powerpoint	Review course outline Read Chapter 2, 3 Weekly Exercise
2	Sept 20-24	The Changing Legal Emphasis HRM and Technology Team Creation Assignment Due	Chapter 2, 3 Powerpoint	Read Chapter 4, 5 Weekly Exercise September 24 Midnight
3	Sep 27-Oct 1	Designing and Analyzing Jobs Human Resource Planning Name of Org./HR Manager Chosen Assignment Due	Chapter 4, 5 Powerpoint	Read Chapters 6, 7 Weekly Exercise Study for Midterm 1 Due October 1 Midnight
4	Oct 4-8	Midterm #1	Chps 1-5	October 8 (12:30 – 2:30 p.m.) TC 342
5	Oct 11-15	Recruitment Selection	Chapter 6, 7 Powerpoint	Read Chapters 8, 9 Weekly Exercise
6	Oct 18-22	Orientation and Training Career Development Individual Case Analysis Due	Chapter 8, 9 Powerpoint	Read Chapters 10, 11 Weekly Exercise October 22 Midnight
7	Oct 25-29	Performance Management Strategic Pay Plans	Chapter 10, 11 Powerpoint	Read Chapters 12, 13 Weekly Exercise Study for Midterm 2
8	Nov 1-5	Midterm #2	Chps 6-11	November 5 (12:30 – 2:30 p.m.) TC 342
9	Nov 8-12	Pay-for-Performance and Financial Incentives Employee Benefits and Services	Chapter 12, 13 Powerpoint	Read Chapters 14, 15 Weekly Exercise
10	Nov 15-19	Occupational Health and Safety Fair Treatment Term Project Presentations	Chapter 14, 15 Powerpoint	Read Chapter 16, 17 Weekly Exercises November 15 In Class
11	Nov 22-26	Labour Relations Managing HR in a Global Business Term Project Presentations	Chapter 16, 17 Powerpoint	Prepare Term Project Weekly Exercises November 26 In Class
12	Nov 29-Dec 3	Term Project Presentations		December 3 In Class
13	Dec 6-10	Study for Final Exam		Final Exam Review
Dec Exam Period	Dec 10-21	Final Examination	Chps 12-17	Room & Date TBA

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 nor 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.

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, preferably prior to the scheduled examination, test or assignment.

- 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.).
- 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.
- 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.
- 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 MIDTERM EXAMS

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

FINAL EXAMINATIONS

- You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
- 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.
- Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
- 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

- Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
- Submit documentation to the Social Science Academic Counselling Office.
- If you are granted an extension, establish a due date.
- 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.

APPENDIX A
Peer Evaluation for Term Project

Name: _____

Section: _____ Group Name: _____

Using the following evaluation form please evaluate both your performance and the performance of each group member. Rate each person in your group (including yourself) on the criteria indicated using the following scale:

Excellent 5 Above Average 4 Average 3 Poor 2 Very Poor 1

This form must be completed for the group projects. Evaluations must be emailed prior to the due date of each group project. The evaluation will be used by your instructor to adjust individual team member grades relative to the group's overall project grade.

	Self:	Name:	Name:	Name:	Name:	Name:
Quality of contribution						
Quantity of contribution						
Creativity						
Turn-taking (allowing all members to actively participate)						
Leadership						
Effort (time spent on project)						
Attitude toward group (cooperation, dependability, willingness to help others)						
Logistics (clerical-type duties)						
Attendance at meetings						
Preparation for group meetings						
Willingness to accept and complete tasks						
Completion of tasks on time						
Overall rating						
TOTAL / 65						