

**The University of Western Ontario  
Management and Organizational Studies  
MOS 3385b - 001  
ESSENTIALS OF HUMAN RESOURCES FOR NON-HR STUDENTS  
WINTER 2012**

**COURSE OUTLINE**

**FACULTY:**

Instructor: Linda Eligh  
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Telephone: 661-2111 Ext. 81098  
Office Location: SSC 2248

Classroom: VAC-100  
Class Time: Wednesdays, 12:30 p.m. - 3:30 p.m.  
Office Hours: Thursdays, 9:30 – 11:30 a.m.  
By appointment.

*I encourage you to make an appointment to see me during office hours. The best way to reach me is by e-mail since I am generally only on campus only a few days per week*

**OBJECTIVES**

Using an interdisciplinary perspective, this course provides an *overview* of the theory and practice of human resource management practices in the organization. Human resources management (HRM) is examined from the perspectives of various stakeholders, including supervisors and managers, employees, the organization itself, human resource practitioners and HR departments.

The course is designed to provide students with a brief, focused introduction to human resources management in Canada by presenting theoretical content together with relevant strategic application in various types of organizations. Course content should enlighten students about how managers and others envision, develop and implement solid people practices that lead to organizational effectiveness and the creation of “a great place to work” in a global environment. The course critically examines current theories and practices of managing human resources in Canadian organizations, whether in the private, public or non-profit sector, large or small, unionized or non-unionized. Topics include: human resources planning, use of technology in managing people, analyzing work and designing jobs, recruitment and selection, performance management, training and development, compensation and reward systems, health and safety, workplace and equity legislation, labour relations, and managing people globally. Finally, the importance of leadership, ethics, diversity, compliance with legislation, and effective change management are emphasized throughout the course.

**TEXTBOOK**

*Human Resources Management in Canada*, Canadian Eleventh Edition, 2011. Pearson Prentice Hall. [ISBN 978-0-13-610750-7] It is strongly recommended that you purchase the textbook as it will be used extensively. Harvard Business Review articles will be accessed by students through the UWO Library online catalogue, electronic resources. You may also be directed to online information and provided with other readings in class, or directed to purchase a small course pack of printed materials.

**EVALUATION**

Class Participation	20 %	Mid Term Exam	25 %
Term Assignment	30 %	Final Exam	25 %

## **PARTICIPATION (20%)**

Your mark in this area is based on attendance, your level of contribution to class discussion, and effective participation in group exercises (and assigned activities) **as per the attached Standards for Participation**. Class exercises are designed to provide a different perspective on course content and to help you learn and retain information. Effective attendance and participation should help you to understand application of course theory in practice, as well as assist with the term assignment. A course timetable included in this outline *will allow you to schedule travel arrangements around class times*. For more information about extension of deadlines or rescheduling of exams *for legitimate medical or compassionate reasons*, see the Policy Regarding Illness which follows later in this course outline. In addition, consult the attached instructions for students registered in Social Science covering term tests, final examinations, late assignments, short or extended absences, documentation and academic concerns.

## **EXAMS (50%)**

There are two non-cumulative exams in this course including a midyear examination worth 25% and a final examination worth 25%. Exam format will consist of multiple choice questions. Exams are scheduled for two hours and are closed book examinations. Students are responsible for material covered in the lectures as well as the assigned chapters in the text and any additional supplementary readings. The mid term will be scheduled during class time and the final exam will be scheduled during the exam period. Exams will not be returned to students but may be reviewed in the instructor's office by appointment.

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 may not be used as a basis of appeal. If you are found to be ineligible for a course, you may be removed from it at any time and you will receive no adjustment to your fees. This decision cannot be appealed. If you find that you do not have the course requisites, it is in your best interest to drop the course well before the end of the Add/Drop period. Your prompt attention to this matter will not only help protect your academic record, but will ensure that spaces become available for students who require the course in question for graduation.

## **TERM ASSIGNMENT: (30%)**

**You have a choice with respect your Term Assignment. You may choose either Option A or Option B, described below. Regardless of your choice, you must indicate your intentions with a short abstract handed in at beginning of class, March 14, 2012.**

### **Option A: Critique of the Literature**

This Term Assignment requires that you write a Critique of the Literature of 2000 – 2500 words. The subject of your critique will be a recently published business book that is highly relevant to or written about a topic in Human Resources covered in this course, and that is interesting to you. Required format and other specific instructions for the assignment are addressed in the Guidelines for Critique of the Literature posted on the course website. It is your responsibility to ensure that you receive a copy of such Guidelines. You are also required to submit an abstract of your intentions for this assignment at that should include the title, author, publisher, year of publication, why you chose the book, and a short description of the book you have selected.

**Late Penalties:** Failure to submit the required Abstract on time will result in a penalty of 3% on your final grade for the term assignment. Penalty for late submission of your critique is 5% for first day and 2% for each day thereafter including weekends. **Abstract due in class: March 14, 2012; Critique due in class and submitted to Turnitin.com: April 4, 2012.**

- OR -

### **Option B: Organizational Analysis**

This Term Assignment requires that you research, analyze and describe an organization of your choice in comparison with human resources and organizational development theory and practices covered in this course, including the Greiner Article. Your comparative analysis will identify the organization's current characteristics, stage of development and/or developmental transitions, and will also contain your recommendations for implementation of various human resources practices which would assist the organization to achieve and/or sustain organizational effectiveness.

Your Report should be 2000 - 2500 words in length. Specific details and suggestions for the assignment are addressed in the Organizational Analysis Guidelines posted on the course Website. It is your responsibility to ensure that you receive a copy of such Guidelines. You are also required to submit an abstract of your intentions for this assignment on the due date shown below. Expectations for content and format of the short abstract are also contained in the Organizational Analysis Guidelines described above.

**Late Penalties:** Failure to submit an Abstract on time describing your intentions and approach to the assignment will result in a penalty of 3% on your final grade for the term assignment. Penalty for late submission of your Organizational Analysis Report is 5% on the first day and 2% for each day thereafter including weekends. **Abstract due in class: March 14, 2012; Organizational Analysis Report due in class and submitted to Turnitin.com: April 4, 2012**

### **Policy Regarding Illness**

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, it is the student's responsibility to inform the instructor prior to the due date, to arrange a timely makeup, and, if requested, to provide acceptable documentation to support a medical or compassionate claim. In the case of a final examination or assignment in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which the student will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counseling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### **Policy Regarding Plagiarism, Cheating & Academic Misconduct\***

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Students are urged to read the section on Scholastic Offences in the 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 without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere.

*Plagiarism is the unacknowledged borrowing of another writer's words or ideas, or the resubmission of your own written words or ideas for a variety of assignments or to different instructors.* Students must write their essays and assignments in their own words. Whenever students take an idea, or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes and citations. Plagiarism is a major academic offence (see Scholastic Offence Policy in the Western Academic Calendar).

If you are concerned that something you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse. The penalties for a student guilty of a scholastic offence include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University. The University of Western Ontario uses software for plagiarism checking. Students in this course (MOS 3385a/b) will be required to submit their written work in hard copy to the instructor, as well as submitting the assignment in electronic form directly to the plagiarism checking software.

### **Procedures for Appealing Academic Evaluations**

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Director, Bachelor of Management and Organizational Studies Program. If the response of the department is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty of Social Sciences. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

\*For additional information, see the current Western Academic Calendar "Scholastic Offences".

## 3385b-001 Winter 2012 COURSE TOPIC TIMETABLE

<b>PART 1: Human Resources Management in Perspective</b>		
<b>“First Class” Jan. 11th</b>	Introduction, Course Overview and Expectations The Strategic role in Human Resources Management	Course Outline Chapter 1
<b>Week 1 Jan. 18th</b>	The Changing Legal Emphasis: From Compliance to Valuing Diversity and Human Resources Management and Technology	Chapters 2 & 3
<b>PART 2: Meeting Human Resources Requirements</b>		
<b>Week 2 Jan. 25th</b>	Designing and Analyzing Jobs and Journal Article: <i>Evolution and Revolution as Organizations Grow</i> by Larry E. Greiner, Harvard Business Review May-June 1998 (access through UWO Online Library Catalogue Electronic Resources)	Chapter 4 and HBR Greiner Article
<b>Week 3 Feb. 1st</b>	Greiner HBR Article (continued) and Human Resources Planning	Chapter 5
<b>Week 4 Feb. 8th</b>	Recruitment	Chapter 6
<b>Week 5 Feb. 15th</b>	Selection	Chapter 7
<b>Week 7 Feb. 22nd</b>	<b>CONFERENCE WEEK Feb 20th – 24th</b> Read, relax and catch up	
<b>Week 6 Feb. 29th</b>	Mid Term Exam - covers Chapters 1 – 7, and pp. 465 – 476 from Chapter 17 and handouts and specified additional readings)	Mid Term Exam
<b>PART 3: Developing Effective Human Resources</b>		
<b>Week 8 March 7th</b>	Orientation and Training and Career Development and Journal Article <i>Becoming the Boss</i> , by Linda A. Hill, Harvard Business Review, January 2007. (access through UWO Online Library Catalogue Electronic Resources)	Chapter 8 & 9 and HBR Hill Article
<b>Week 9 March 14th</b>	Performance Appraisal: The Key to Effective Performance Management <b>Abstract of Assignment due at beginning of class.</b>	Chapter 10
<b>PART 4: Total Rewards</b>		
<b>Week 10 March 21st</b>	Establishing Strategic Pay Plans	Chapter 11
<b>PART 5: BUILDING EFFECTIVE EMPLOYEE-EMPLOYER RELATIONSHIPS</b>		
<b>Week 11 March 28th</b>	Employee Benefits and Services	Chapter 13
<b>Week 12 April 4th</b>	Fair Treatment: The Foundation of Effective Employee Relations and Journal Article, <i>Why It's So Hard to Be Fair</i> , by Joel Brockner, Harvard Business Review, March 2006 (access through UWO Online Library Catalogue Electronic Resources) <b>Term Assignment due beginning of class</b>	Chapter 15 and Brockner Article
<b>Week 13 April 11th</b>	Labour Relations and Managing Human Resources in a Global Business	Chapters 16 and 17
<b>EXAMS</b>	FINAL EXAM – Covers Chapters 8 - 11, 13, 15, 16 and pp. 476-486 of Chapter 17, as well as handouts and additional readings as specified. Exam period extends from April 14 – 30, 2012	

## STANDARDS FOR CLASS PARTICIPATION

**Students are expected to attend all classes** and to participate actively in their own learning. *Active learning means paying attention in class and taking responsibility for your own learning, as well as helping others to learn more about course material.* Active learning in this course can include, but is not limited to, contributing to class discussion, presentations or debates, application exercises, posing interesting questions, and/or bringing relevant media articles or other exhibits to the attention of your instructor. Your instructor will assess both the quantity and quality of student participation in each class, based on attendance and the following criteria for evaluation. **Note: Playing games, processing e-mail or surfing the internet on a laptop or other electronic device during class is considered to be a distraction to other students and to the instructor. Such activity will be interpreted as a decision on your part to NOT participate in class activity, and will thus reduce your participation mark.**

### **A – EXCELLENT contribution**

- Attends all classes
- Contributes consistently to class discussions and supports contribution of colleagues
- Contributions indicate preparation and critical thinking
- Frequently shares insights and/or facilitates understanding of difficult concepts
- Occasionally builds arguments for a position
- Provides leadership in creating positive environment

### **B – GOOD Contribution**

- Attends class regularly and contributes consistently to class discussions
- Contributions indicate preparation and careful thought
- Often willing to explain difficult points or concepts
- Occasionally builds arguments for a position
- Supports positive classroom environment

### **C – FAIR Contribution**

- Attends class occasionally or often and/or contributes to class discussion occasionally
- Provides minimal evidence of preparation and thought
- Rarely builds arguments for a position

### **D - POOR Contribution**

- Attends class infrequently and/or rarely if ever contributes to class discussion
- Provides little or no evidence of preparation or thought
- Distracts other students from class activity

Participation is recorded following the conclusion of each class. If you have a medical or other condition that prevents you from attending class regularly (or participating actively as described above), advise the instructor early in the semester. You will be required to provide confirmation of your situation from the Academic Counselor. See the Policy Regarding Illness and personal situations described in the Course Outline, as well as General Information sheet for students registered in Social Science (regarding term tests, final examinations, late assignments, short absences, extended absences, documentation of various personal situations and academic concerns) also attached to this Course Outline.

## **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.

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 (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.
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.