

The University of Western Ontario
Faculty of Social Science
Management and Organizational Studies

MOS 4485 650
Human Resources Administration for HR Specialists
Course Outline

Sept-Dec 2011

Instructor: Nancy Annett, MBA, CHRP
Office: SSC 2250

Office Hours: By appointment

Phone: 519-661-2111 Ext. 82750 (during office hours only)

Email: nannett3@uwo.ca checking e-mail, Monday (excluding holidays), Wednesday and Friday mornings. If you have an accommodation request, send an e-mail with your request and proceed to get documentation from the Academic Counseling office, the instructor will arrange for your accommodation (provided you have the necessary documentation supporting your accommodation from the academic counseling office) upon return to the office.

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

OBJECTIVES:

The goal of this course is to review the main HR functions and to build on previous learning by applying learning concepts from a variety of sources to examine and analyze current HR issues. 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: Management and Organizational Studies 3385A/B, the former MOS 382E.

Prerequisite: (1) of: One of: MOS 2180, 2280F/G, Psychology 2060, 2660AB, Sociology 2169

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

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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: 9780136107507. Supplementary readings will be assigned from time to time.

CASE:

Ivey case #9A94M003, Sabena Belgian World Airlines can be purchased at www.iveycases.com.

EVALUATION:

Midterm Exam	35%	TBA
Final Exam	35%	TBA
Case Study	20%	(See Case Study Section)
Weekly Participation	<u>10%</u>	(See Participation Section)
Total	100%	

Midterm / Final Exams (70%):

The midterm and final will be scheduled for two hours. The exams will be comprised of half short answer and half essay questions. They will cover the chapters indicated only, including any supplementary assigned readings and are closed book. Students are responsible for material covered in the assigned chapters in the text and any additional material provided by the instructor. 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.

Weekly Participation (10%):

Class participation is compulsory. It is worth 10% of your overall grade. Submissions must be posted by **Friday at Midnight**, late submissions will not be accepted. Submissions should be three paragraphs in length. Marking is based on completion, provided all discussions are completed on time, you will receive full marks (100%) for this component.

These discussions are intended as sample exam questions, a similar question will appear on your midterm and final.

Also these are an opportunity to practice breaking down a problem for your case analysis, identifying a problem and causes of the problem, examining multiple solutions to the problem, against stated criteria, with the pros and cons of each, and choosing a solution which best solves the previously stated problem i.e. addressing the causes and why.

The more sources you have to back up your arguments the more weight they have. Examples could be theories from this text or previous/independent learning and journals.

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Individual Case Analysis (20%):

You will analyze the Ivey case #9A94M003 called Sabena Belgian World Airlines and can be purchased at www.iveycases.com. The final product of this case analysis will be a **comprehensive report submitted Nov 7th at midnight**. The report should be a word document uploaded in the assignment section of Web CT. There will be a **5% per day deduction for late submissions**. 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)

A. 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

B. 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

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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 (10)
- B. Organization – Up to a 10 mark penalty will occur if the following is not adhered to in case submissions (15)
 - 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 9 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)** (25)

LECTURE OUTLINE:

Below is a tentative list of the lectures for this course. The readings corresponding to the lectures are listed below. The items listed may be subject to change.

Week	Start of Week	Topic	Text Chapters	Assignment Due Dates
1	Sept 12	Introduction to the Course The Strategic Role of Human Resources Management	Chapter 1 PowerPoint	Review course outline Read Chapter 1
2	Sept 19	The Changing Legal Emphasis HRM and Technology	Chapter 2 PowerPoint	Read Chapter 2
3	Sept 26	Designing and Analyzing Jobs Human Resource Planning	Chapter 4, 5 PowerPoint	Read Chapters 4,5
4	Oct 3	Recruitment Selection	Chapter 6, 7 PowerPoint	Read Chapters 6,7
5	Oct 10	Orientation and Training	Chapter 8 PowerPoint	Read Chapter 8
6	Oct 17	Midterm	Chaps. 1.2.4.5.6.7.8	The Midterm will be Oct 22nd at 9:00 AM, room to be assigned
7	Oct 24	Career Development	Chapter 9 Power Point	Read Chapter 9
8	Oct 31	Performance Appraisal: The Key to Effective Performance Management	Chapter 11 PowerPoint	Read Chapters 11 Case Study Due Nov 7th at

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		Establishing Strategic Pay Plans		Midnight
9	Nov 7th	Pay-for-Performance and Financial Incentives Employee Benefits and Services	Chapter 12, 13 PowerPoint	Read Chapters 12,13 Case Study Due Nov 7th at Midnight
10	Nov 14	Occupational Health and Safety Fair Treatment	Chapter 14, 15 PowerPoint	Read Chapter 14, 15
11	Nov 21	Labour Relations Managing HR in a Global Business	Chapter 16, 17 PowerPoint	
12	Nov 28	Study for Final Exam		
Exam Period		Final Examination	Chaps. 9-11-12-13-14-15-16-17	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.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity Sections/language within this outline have been taken from past outlines

review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

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 Counseling 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 via e-mail or office hours (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 Counseling Office.
- Make arrangements with your professor to reschedule the test.
- The Academic Counseling 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 Counseling 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 Counseling 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 Counseling 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 Counseling 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 Counseling 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 Counselors 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 Counseling Office. Once your documentation has been assessed, the academic counselor 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.

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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 Counselor.

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 Counselor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counseling Office in your home faculty for instructions.