

Western University
DAN Management and Organizational Studies
MOS 3385A - 001
ESSENTIALS OF HUMAN RESOURCES FOR NON-HR STUDENTS
FALL 2012

COURSE OUTLINE

FACULTY:

Instructor: Linda Eligh

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Office Location: SSC 4418

Classroom: SSC 3022

Class Time: Tuesday, 3:30 – 6:30 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.

DAN Management and Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact me, your course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2111 ext 82147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

CALENDAR DESCRIPTION & COURSE PREREQUISITES/ANTIREQUISITES:

The purpose of this course is to provide an introduction to human resources management (HRM) processes in organizations. Topics include: history of HRM, role of HRM departments in organizations, basics in job design, staffing analysis, recruitment and selection.

Prerequisites: Enrolment in 3rd or 4th year of the BMOS program.

Antirequisites: MOS 4485F/G, the former MOS 382E.

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites."

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.

COURSE 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, 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.

COURSE EVALUATION

Your final mark will be a product of your performance in this course as assessed by your instructor, and will be calculated using the weight assigned to each course component, as shown below:

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

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. Grades will **not** be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: *You* are responsible for your grades in this course.

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 Instructor 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 to 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 (and other issues) *for legitimate medical or compassionate reasons*, see the University Policy Regarding Illness which is part of the General Information section of this course outline.

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 by the Registrar.

Students are responsible for material covered in the assigned chapters/sections in the text as well as any additional material covered in the course and indicated for the exam. Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating. Exams will not be returned to students but may be reviewed individually with the instructor in the instructor's office (by appointment.)

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, Nov. 6, 2012. The Assignment is due Nov. 27, 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 access and read 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 *very* 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: Nov. 6th, 2012; Critique due in class and submitted to Turnitin.com: Nov. 27th, 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 access and read 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: Nov. 6th, 2012; Organizational Analysis Report due in class and submitted to Turnitin.com: Nov. 27th, 2012**

3385A-001 Fall 2012
COURSE TOPIC TIMETABLE

PART 1: Human Resources Management in Perspective		
“First Class” Sept. 11th	Introduction, Course Overview and Expectations The Strategic Role of Human Resources Management	Course Outline Chapter 1
Week 1 Sept. 18th	The Changing Legal Emphasis: From Compliance to Valuing Diversity and Human Resources Management and Technology	Chapters 2 & 3
PART 2: Meeting Human Resources Requirements		
Week 2 Sept. 25th	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 Western Online Library Catalogue Electronic Resources)	Chapter 4 and HBR Greiner Article
Week 3 Oct. 2nd	Greiner HBR Article (continued) and Human Resources Planning	Chapter 5
Week 4 Oct. 9th	Recruitment	Chapter 6
Week 5 Oct. 16th	Selection	Chapter 7
Week 6 Oct. 23rd	Mid Term Exam - covers Chapters 1 – 7, and pp. 465 – 476 from Chapter 17 and handouts and specified additional readings)	Mid Term Exam
PART 3: Developing Effective Human Resources		
Week 7 Oct. 30th	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 Western Online Library Catalogue Electronic Resources)	Chapter 8 & 9 and HBR Hill Article
Week 8 Nov. 6th	Performance Appraisal: The Key to Effective Performance Management Abstract of Assignment due at beginning of class.	Chapter 10
PART 4: Total Rewards		
Week 9 Nov. 13th	Establishing Strategic Pay Plans	Chapter 11
PART 5: BUILDING EFFECTIVE EMPLOYEE-EMPLOYER RELATIONSHIPS		
Week 10 Nov. 20th	Employee Benefits and Services	Chapter 13
Week 11 Nov. 27th	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 Western Online Library Catalogue Electronic Resources) Term Assignment due beginning of class	Chapter 15 and Brockner Article
Week 12 Dec. 4th	Labour Relations and Managing Human Resources in a Global Business	Chapters 16 and 17
EXAMS	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 Dec. 8 – 19 th , 2012	

INSTRUCTOR 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. **Note: Playing games, texting, processing e-mail or surfing the internet on a laptop, tablet 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.** Your instructor will assess both the quantity and quality of student participation in each class, based on attendance and the following criteria for evaluation.

A – EXCELLENT contribution

- Attends all classes and places full attention on the lecture
- 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, places attention on the lecture, 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 or attends class but spends considerable class time texting or surfing the internet
- 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 General Information section (regarding term tests, final examinations, late assignments, short absences, extended absences, documentation of various personal situations and academic concerns) forming part of this Course Outline.

GENERAL INFORMATION

1. University Policy Regarding Illness

1.1. Illness

The University recognizes that a student's ability to meet his/her academic responsibilities may, on occasion, be impaired by medical illness. Illness may be acute (short term), or it may be chronic (long term), or chronic with acute episodes. The University further recognizes that medical situations are deeply personal and respects the need for privacy and confidentiality in these matters. However, **in order to ensure fairness and consistency for all students, academic accommodation for work representing 10% or more of the student's overall grade in the course shall be granted only in those cases where there is documentation supplied (see below for process) indicating that the student was seriously affected by illness and could not reasonably be expected to meet his/her academic responsibilities.**

Documentation shall be submitted, as soon as possible, to the appropriate Dean's office (the Office of the Dean of the student's Faculty of registration/home Faculty) together with a request for relief specifying the nature of the accommodation being requested. These documents will be retained in the student's file, and will be held in confidence in accordance with the University's Official Student Record Information Privacy Policy [<http://www.uwo.ca/univsec/handbook/general/privacy.pdf>].

Once the petition and supporting documents have been received and assessed, appropriate academic accommodation shall be determined by the Dean's Office in consultation with the student's instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements for classes/labs/tutorials, arranging Special Exams or Incompletes, re-weighting course requirements, or granting late withdrawals without academic penalty.

Academic accommodation shall be granted only where the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete his/her academic responsibilities. (Note: it will not be sufficient to provide documentation indicating simply that the student was seen for a medical reason or was ill.)

A form to be completed by off-campus physicians is available at:

<http://counselling.ssc.uwo.ca/forms/medicalNote.pdf>

Whenever possible, students who require academic accommodation should provide notification and documentation **in advance of due dates, examinations**, etc. Students must follow up with their professors and their Academic Counselling office in a timely manner.

In the case of a final examination in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you 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 Counselling 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.

1.2. Make Up Examinations

1.2.1. The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counselling office).

1.3. Attendance

1.3.1. It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

2. University Policy on Cheating and Academic Misconduct

2.1. Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. 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.

2.2. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses 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. If you are in doubt about whether what 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.

2.3. The penalties for a student guilty of a scholastic offense 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.

3. Procedures For Appealing Academic Evaluations

3.1. 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 Assistant Program Director or Designate of the BMOS

program. If the response of the Assistant Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. 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.

4. Student Responsibilities

- 4.1. Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

5. Support Services

5.1. Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>

Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/services/>

- 5.2. Students who are in emotional/mental distress should refer to Mental Health@Western <http://www.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help.”

6. Other Issues

6.1. Grade Policy

The DAN Program has a grade policy which states that for courses in the 3300-4499 range, the class average must fall between 70% and 75% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Assistant Director or Director. Class averages are not grounds for appeal.

6.2. Short Absences.

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

6.3. 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. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

6.4. Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

6.5. Important Dates:

September 6, 2012 Fall Term classes begin.

September 14, 2012 Last day to add a full course or a first-term half course

October 8, 2012 Thanksgiving Holiday

November 5, 2012 Last day to drop a first-term half course without academic penalty

November 30, 2012 Last day to drop a full course without academic penalty

December 5, 2012 Fall Session classes end

December 6, 7, 2012 Study Days

December 8-19 Mid-year examination period

January 7, 2013 Winter Session classes begin.

January 15, 2013 Last day to add a second-term half course

February 18, 2013 Family Day

February 18-22, 2013 Reading Week

March 7, 2013 Last day to drop a second-term half course without academic penalty

March 29, 2013 Good Friday

April 11, 2013 Winter Session classes end.

April 12 & 13, 2013 Study Days.

April 14-30, 2013 April examination period.

7. Other Information

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at: <http://www.uwo.ca/univsec/handbook/>