

Western University
DAN Management and Organizational Studies
MOS 4485F-650
HUMAN RESOURCES MANAGEMENT FOR HR STUDENTS
FALL 2012
COURSE OUTLINE

FACULTY:

Instructor: Linda Eligh	Classroom: Online (SAKAI) Environment
E-mail address: leligh@uwo.ca	Office Hours: Thursdays, 9:30 a.m. – 11:30 a.m. (By appointment)
Campus Phone: 519-661-2111 ext. 81098	Office Location: SSC 4418

I encourage you to come to see me if you'd like to talk or need more information at any point in the course. It is best to make an appointment but you can also try dropping by my office. Many students find it easier to meet their instructor in person when learning online so that they can establish a greater sense of connection with the course material and the learning environment. It can be particularly helpful to meet the instructor early in the course if you are engaging in your first online learning experience.

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 the 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 overview of the key theories and practices of human resource management (HRM) in different organizational settings. Topics include job design and analysis, strategic planning, staffing, performance management, training, development, health and safety, as well as other aspects affecting HRM.

Prerequisite(s): One of: [MOS 2181A/B](#), [MOS 3280F/G](#), [MOS 2180](#), [2280F/G](#), [Psychology 2060](#), [2660A/B](#), [Sociology 2169](#), and enrollment in 4th year of BMOS.

Antirequisite(s): [MOS 3385A/B](#), 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

Noe, Raymond A., Barry Gerhart, John R. Hollenbeck, Patrick M. Wright and Linda E. Eligh. *Strategic Human Resource Management: Gaining a Competitive Advantage*, First Canadian Edition. McGraw-Hill Ryerson, 2011. Additional readings may include content on internet websites, readings accessed through the Western Library online catalogue (Electronic Resources), or placed on reserve, or associated with individual research for assignments.

COURSE OBJECTIVES

This course provides an overview of the key theories and practices of human resource management (HRM) in different organizational settings. Weekly topics include examination of the choices and restraints managers face while engaged in job design and analysis, strategic planning, recruitment and selection, performance management, training and development, health and safety, and collective bargaining as well as other aspects affecting HRM. Each topic is considered within the context of three competitive challenges that organizations face today (often simultaneously): the sustainability challenge, the global challenge and the technology challenge:

- The Sustainability Challenge: Sustainability refers to the ability of a company to survive and exceed in a dynamic competitive environment without sacrificing or creating a threat to the resources of its employees, the community, or the environment. Sustainability depends on how well a company meets the needs of those who have an interest in seeing that the company succeed. Challenges to sustainability include the ability to deal with economic and social changes; engage in responsible and ethical business practices; efficiently use natural resources and protect the environment; provide high quality products and services; and develop methods and measures to determine if the company is meeting stakeholder needs.
- The Global Challenge: Companies must be prepared to compete with companies in Canada and from around the world, and defend their domestic markets from foreign competitors and broaden their scope to encompass global markets. Recent threats to and success of Canadian businesses have proven that globalization is a continuing challenge.
- The Technology Challenge: Using new technologies can give companies an edge and can result in employees “working smarter” as well as providing higher-quality products and more efficient service to consumers. Companies that have realized the greatest gains from new technology have HRM practices that support the use of technology to create what is known as high-performance work systems.

Organizations must successfully deal with these challenges to create and maintain value, and the key to facing these challenges is a motivated, well-trained and committed workforce. The dynamic nature of HRM in Canada is considered within the context of current theory, research, international influences, current events, and practice (both new developments and established approaches to HRM systems). Numerous examples and case exercises will be introduced to illustrate how theoretical concepts of HRM are applied in practice.

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.

ONLINE PARTICIPATION (20%)

During 12 of the 13 weeks which comprise the duration of this course, discussion topics and questions will be posted for your consideration in the forum section of the course website. To participate, you will choose and respond to **one question** or exercise posted for the week. (Although choice will be offered, you need only respond to one in a given week.) Participation in forum discussion is an **essential component** of this course. You are expected to stay current with your readings (and the online materials), so that you can participate in forum discussion. The minimum requirement for participation is to post comments online in *at least 8 different weeks* of the total course. Of the 8 required postings, at least 4 should appear *before the mid term* examination. In other words, waiting until the last half of the course to participate online will seriously impact your participation mark.

Your grade will be comprised of an equal weighting of the required minimum 8 participation attempts although you may post more than 8 times to ensure a good mark. Where more than 8 postings appear, *the best 8* postings will be selected to comprise your participation mark. Posting comments in online discussion is the equivalent of attending class and making a contribution to discussion, and is therefore subject to the University Policy Regarding Illness (and other personal difficulties that prevent participation) stated in the General Information section attached to this course outline. A suggested length for a typical posting would be around 300 words. You may find that you need to write more on occasion, or are including information that makes your posting longer.

To receive credit, discussion comments must be posted by Sunday midnight of the week the topic is discussed online. Comments posted after the deadline will not be assessed for participation credits. In most weeks, discussion questions relevant to the week's assigned reading will be posted by the instructor on **Mondays**. In addition, instructor feedback concerning the previous week's online discussion will be posted on Tuesday or Wednesday of each week. (Example: A student reads and responds to discussion questions during the week and decides to post on Friday, well before the Sunday night deadline. The student is then able to read instructor feedback for individual/group efforts by the following Tuesday or Wednesday.)

Online discussions, exercises or assignments will provide opportunities to clarify issues and considerations surrounding effective human resources strategies, techniques and processes. Your participation online will *contribute greatly* to understanding of course theory and your ability to do well with the written assignment outlined below and both exams. Look to the Instructors Standards for Course Participation which appear later in this outline. In addition look to the Policy Regarding Illness described within the General Information guidelines which apply to students in the Social Science program (attached to this outline) for direction on how to handle a variety of problems that may interfere with your participation and performance in this course.

RESEARCH ASSIGNMENT (30%)

You are required to write an 8 –10 page research and analysis report (approximately 300 words per page, not counting cover page or bibliography) on a topic described in the Guidelines for Organizational Sustainability Research Report which will be posted on the course website early in the course. The Guidelines describe requirements, format and content expectations for your analytical research assignment, as well as hints and suggestions to make the assignment as enjoyable as possible. See above note on the link between online participation and your ability to do well on the research assignment. Also note that your assignment must adhere to the University Policy on Cheating and Academic Misconduct described in the General Information section of this course outline.

Deadlines and Penalties:

Abstract: An abstract briefly describing the topic you have chosen for the assignment is required and should be submitted through the SAKAI course website e-mail system **by midnight November 9, 2012**. The one-page abstract shall consist of no more than two short paragraphs identifying: (1) the organization you have chosen to research and analyze; (2) which of the three key competitive challenges it faces (sustainability, global and/or technological); (3) why you chose to analyze this particular company, and; (4) at least 3 research sources located during your preliminary literature review to gain insight into the company's situation. List these initial resources in bibliographic format. *Submit your abstract in the body of your email on SAKAI – do not attach it as a separate document.*

Research Assignment: Your research report is due in hardcopy **by 4 p.m. Friday, Nov. 30th, 2012 in the Distance Studies office**. You are also required to submit a digital copy of your assignment to Turnitin.com by midnight on the same day. (Passwords and directions for doing so will be provided online near the deadline.)

Penalties: A penalty of 5% for the first day and 2% for each day thereafter (including each day of a weekend or holiday) shall apply to all late research assignments. Failure to submit an abstract in the format described above by deadline shall result in a deduction of 5% from the overall mark of your assignment.

MID TERM AND FINAL EXAM (25% each)

You will have both a midyear examination, and a final examination – each 2 hours in length. These exams are usually scheduled on **Saturday** (the exact date will be provided in advance), and are closed book exams. Content for each exam is presented in the topic timetable. Both exams are equally weighted in determining your final grade. As indicated in the topic timetable these exams are non-cumulative.

The mid-term and the final exam will both be presented in a *mixed format and will contain multiple-choice and some short or long answer questions or essay questions based on case incidents*. Additional details will be provided prior to the exam. 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.

The multiple choice portion of both 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 in the instructor's office (by appointment.)

4485F-650 TOPIC TIMETABLE – FALL 2012

Schedule for coverage of textbook and other content is approximate; online discussions topics will include course textbook content, may include Connect content linked to the textbook, assigned journal articles, and any other additional course content as provided (or assigned) by the instructor.

Week Starting	Topic(s) to be covered	Chapter/Material
PART 1: THE HUMAN RESOURCE ENVIRONMENT		
Week Starting Sept. 10th	Online Introductions and Human Resource Management: Gaining A Competitive Advantage	Course Orientation & Chapter One
Week Starting Sept. 17th	Strategic Human Resource Management	Chapter Two
Week Starting Sept. 24th	The Legal Environment: Equality and Human Rights	Chapter Three
Week Starting Oct. 1st	Analysis and Design of Work and Human Resource Planning	Chapter Four
Part II: Acquisition, Assessment and Development of Human Resources		
Week Starting Oct. 9th	Recruitment and Selection	Chapter Five
Week Starting Oct. 15th	Training and Strategic Development of People	Chapter Six
Week Starting Oct. 22nd	MID TERM – Covers Chapters 1 – 6 plus additional course content as indicated by instructor. No assigned reading/discussion on SAKAI this week.	Mid Term Examination – Will likely be held on Saturday TBA
Week Starting Oct. 29th	Managing Employee Engagement and Performance	Chapter Seven
PART III: COMPENSATION OF HUMAN RESOURCES		
Week Starting Nov. 5th	Pay Structure Decisions and Recognizing Employee Contributions with Pay Research topic abstracts due. Submit in body of e-mail through SAKAI by midnight Nov. 9th, 2012	Chapter Eight & Chapter Nine (half)
Week Starting Nov. 12th	Recognizing Employee Contributions with Pay and Employee Benefits	Chapter Nine (half) & Chapter Ten
Week Starting Nov. 19th	Collective Bargaining and Labour Relations	Chapter Eleven
PART IV: SPECIAL TOPICS IN HUMAN RESOURCE MANAGEMENT		
Week Starting Nov. 26th	Safe Secure and Productive Workplaces Research Assignments due in hardcopy by 4 p.m. on Nov. 30th, 2012 and digital submission to Turnitin.com by midnight (same day).	Chapter Twelve
Week Starting Dec. 3rd (you may post up to Dec. 7th)	Managing Human Resources Globally	Chapter Thirteen
Final Exam	FINAL EXAM – Covers Chapters 7 – 13 of the textbook, plus additional course content as indicated since the midterm. Exam period extends from December 8- 19 th , 2012. Exact date of exam to be determined. (Usually a Saturday)	

INSTRUCTOR'S STANDARDS FOR COURSE PARTICIPATION

Students are expected to participate in at least 8 online classes and to engage actively in their own learning. *Active learning means 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 online forum discussion, presentations or debates, application exercises, and/or posing interesting questions. Your instructor will assess your weekly participation, based on the quality of your postings and the following criteria for evaluation:

A – EXCELLENT contribution

- Participates meaningfully in 8 *or more* weekly online discussions
- Contributes consistently to online 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 a positive online learning environment

B – GOOD Contribution

- Contributes meaningfully to at least 8 online discussions
- Contributions indicate preparation and careful thought
- Often willing to address/explain challenging points or concepts
- Occasionally builds arguments for a position
- Supports a positive online learning environment

C – FAIR Contribution

- Meets minimum course requirements regarding submission of content to online discussions.
- Provides minimal evidence of preparation and thought in content submitted to online discussions
- Rarely builds arguments for a position.
- Supports a positive online learning environment.

D - POOR Contribution

- Does not meet minimum course requirements regarding submission of content to online discussions
- Provides little or no evidence of preparation or thought when submitting content to online discussion.
- Fails to support a positive online environment.

Participation is recorded by the instructor when reviewing weekly postings. Participation is assessed more fully at the conclusion of the course, when all postings and other participation have been reviewed. If you have a medical or other condition that prevents you from participating online regularly and 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 University 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) attached to 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, tablets, 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/>