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**MOS 3385B Essentials of Human Resources for Non HR Students**

**Course Outline: Winter 2016**

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**1. Course Information:**

**1.1 Class Location and Time:**

Room 3018

Time: Wednesday 9:30 – 12:30

**1.2 Contact Information:**

Instructor: Shannon Webb, PhD

Office: SSC 4434

Office Hours: Wednesday 12:30 – 1:30

Email: [swebb29@uwo.ca](mailto:swebb29@uwo.ca) – Email policy 24 hour return excluding weekends

Website Address: <http://owl.uwo.ca/portal>

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>

**2. Calendar Description**

**2.1 Course Description:**

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.

Anti-requisite(s): MOS 4485F/G

Prerequisite(s): Enrollment in 3rd or 4th year of BMOS.

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.”

### **3. Course Materials**

#### **3.1 Textbook:**

Stewart, Belcourt, Fitzgerald, Bohlander & Snell. Essentials of Managing Human Resources, Fifth Canadian Edition. [ISBN 978-0-17-650692-6]. It is strongly recommended that you purchase the textbook.

#### **3.2 Additional readings may be handed out in class.**

#### **3.3 Class Power Point Slides:**

The Power Point slides will be based on the Stewart et al. slides. However, these is highly recommended because not all material covered in class lecture will be covered in the readings. At the same time, not all material covered in the readings will be modified for class to develop the material in more depth. All material may appear on the examination.

### **4. Course Objectives and Format**

#### **4.1 Course objectives:**

This course provides students with an introduction to the human resource management function in Canada in the early 21<sup>st</sup> century, focusing on the strategic importance of managing people in various organizations. This course focuses on the role of individuals in creating dynamic, successful organizations by developing an understanding of how the principles and practices of human resource management help firms to attract, retain, and develop its human capital, with due regard to the legal context and, where applicable, the labour relations realities. The course is designed to illustrate the importance of human resource management for all managers in an organization, not just those who work in the functional area of human resources.

Upon successful completion of this course students will be able to:

- a. Define and explain key terms, theories/concepts and practices within the field of human resource management.
- b. Describe and explain the legal framework in Canada as it applies to employment practices.
- c. Critically analyze problems relevant to human resource management, including issues of diversity, sustainability and ethics in Canadian workplaces, and apply HR best practices.
- d. Recognize and analyze how changing external and internal environmental conditions influence the management of people in organizations.

#### **4.2 Course format:**

This course will involve lectures, discussions, case studies, class exercises and video presentations. It is expected that students will have completed the assigned readings and other preparation (e.g., critical thinking questions) prior to class so that they can actively participate in class exercises and discussions.

### **5. Evaluation**

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

Evaluation	Percentage of Course Grade
Mid-Term examination (February 10 <sup>th</sup> )	30%
Case Study (Emergency Room Shutdown)	5%
Group Case Study (March 9 <sup>th</sup> )	25% (20% assignment, 5% self-peer evaluation)
Class Participation	5%
Final Examination (During exam period)	35%

Please note that all late assignments will be deducted 20% per day. On the fifth late day no assignments will be accepted without a documented issue. This ensure fairness amongst students in the class who are managing busy work and personal commitments.

### 5.1 Mid-Term Exam

The mid-term examination will assess the material covered in Week 1-5 of the course. The exam may cover material covered in the class and in the text. The structure of the exam will be discussed in class.

### 5.2 Case Study

Students are responsible for completing case study 1 (Emergency Room Shutdown). Students should come prepared to class to discuss the case study.

### 5.3 Group Case Study

Students are responsible for completing case study – Employment Selection at Lerner & Associates LLP. This is available at the Richard Ivey Case Study website. Please see separate handout, self-peer evaluation, and rubric for the assignment. Note: Students may receive a reduced grade (including a 0) for not participating equally with teammates.

### 5.4 Class Participation

Class participation is essential for your learning and encouraging a positive collaborative environment. The quantity and quality of your participation will be assessed. It will contribute 5% of your final grade.

### 5.5 Final Exam

The final exam will be scheduled during the exam period by the Registrar and will be 3 hours long. The final exam will focus largely on material covered in the last half of the course, however, material from the first half of the class will be tested and some questions will ask students to integrate all material. Like the midterm, students will be tested on **ALL** course material, including what is covered in lectures (including class activities and video presentations), the text, and additional readings. This is a closed book examination. **Dictionaries are NOT allowed.**

**\*\* Note on all exams:** Exams will not be returned to students but may be reviewed in the instructor's office. 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.

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.

## 6. Lecture and Examination Schedule

Please note that this schedule is subject to change. Note – throughout the semester case studies and critical thinking questions will be assigned.

Date	Topic	Readings
Week 1 Jan 6	Introduction to HRM Course overview	Text: Chapter 1
Week 2 Jan 13	Setting the Scene: The Legal Environment of HRM	Text: Chapter 2
Week 3 Jan 20	The Legal Environment Continued - Setting the Scene	Text: Chapter 2
Week 4 Jan 27	Human Resource Planning, Recruitment and Selection Introduction of Group Case Study	Text: Chapter 4 <b>Inform professor of groups for the group assignment at the beginning of class.</b>
Week 5 Feb 3	Performance Management Mid-term Examination Preparation	Text: Chapter 6
Week 6 Feb 10	<b>Mid Term Examination</b>	
Week 7 Feb 17	☺ READING WEEK ☺	
Week 8 Feb 24	No class Occupational Health and Safety	Text Chapter 8 <b>Prepare Case Study 1 Due: Emergency Room Shutdown</b>
Week 9 Mar 2	Training and Development	Text: Chapter 5 <b>Bring Emergency Room Shutdown to class</b>
Week 10 Mar 9	Compensation	Text: Chapter 7 <b>Group Case Study due at the beginning of class</b>
Week 11 Mar 16	Employee Relations; Intro to Labour Relations	Text: Chapter 9 & 10
Week 12 Mar 23	Labour Relations – Negotiation the Collective Agreement	Text: Chapter 10
Week 13 April 6	Materials to be Announced Final Exam Information and Question Session	

## 7. University Policy Regarding Illness

### a. 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/pdf/academic\\_policies/general/privacy.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/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://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.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.

i. Make Up Examinations

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 Counseling office).

ii. Attendance

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.

## **b. University Policy on Cheating and Academic Misconduct**

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 3135 WSSB, (519) 661-3573.

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.

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.

### **c. 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 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.

### **d. Student Responsibilities**

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.

### **e. Support Services**

#### **i. 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/>

Student Development Services can be reached at: <http://www.sdc.uwo.ca/>

Students who are in emotional/mental distress should refer to Mental Health@Western [http://www.health.uwo.ca/mental\\_health/](http://www.health.uwo.ca/mental_health/) for a complete list of options about how to obtain help.

## **f. Other Issues**

### **i. 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.

### **ii. 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.

### **iii. 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.

### **iv. Academic Concerns.**

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

### **v. Important Dates:**

January 4, 2016 Winter Session classes begin.

January 12, 2016 Last day to add a second-term half course

February 15, 2016 Family Day

February 15 - 26, 2016 Reading Week

March 7, 2016 Last day to drop a second-term half course without academic penalty

March 25, 2016 Good Friday

April 6, 2016 Winter Session classes end.

April 7-8, 2016 Study Days

April 9 - 30, 2016 April examination period

## **g. 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/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html)

## **h. E-mail Policies**

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Non-acceptable emails will receive a reply saying only “Please see Email Policies on the course outline”.

### **i. UWO.CA Email Addresses Only**

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

### **ii. Subject Line Must Include Course and Section Number**

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

### **iii. Acceptable Emails**

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### **iv. Non-Acceptable Emails**

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components