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

### Course Outline: Section – 002 Winter 2017

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#### 1. Course Information:

##### 1.1 Class Location and Time:

**Room:** Social Science Centre, 2032

**Time:** Wednesday, 9:30-12:20 pm

##### 1.2 Contact Information:

**Instructor:** Jennifer Robertson

**Office:** SSC 4309

**Office Hours:** Tuesdays, 2:00-4:00; Wednesdays, 2:00-4:00; By Appointment

**Phone:** 661-2111 x85040

**Email:** [jennifer.robertson@uwo.ca](mailto:jennifer.robertson@uwo.ca) (*Email turnaround time of one business day*)

**Website Address:** TBA

\*\*To make an appointment to see me during office hours, the best way to reach me is by e-mail since I am not always in my office to answer the phone. When e-mailing me about this course please put MOS 3385B in the subject line of the e-mail.

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 519-661-2147 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.

Antirequisite(s): MOS 4485F/G

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

##### 2.2 Senate Regulations

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. Textbook/Course Package/Power Point Slides**

**Text:** Stewart, Belcourt, Fitzgerald, Bohlander & Snell. *Essentials of Managing Human Resources, Sixth Canadian Edition*. It is strongly recommended that you purchase the textbook.

**Course Package:** The course package, “MOS: 3385B: Essentials of Human Resources for non HR Students,” can be purchased at the Western Book Store. It is strongly recommended that you purchase the course pack, as critical class exercises and the materials for the end of term paper assignment are included in the course pack.

**Class Power Point Slides:** Copies of class slides will be posted on the course website by **5:30 p.m. on the day before each class**. Class attendance 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 discussed in lecture.

### **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.

#### **4.2 Course format**

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.

### **5. Learning Outcomes**

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

- 1.** Define and explain key terms, theories/concepts and practices within the field of human resource management.
- 2.** Describe and explain the legal framework in Canada as it applies to employment practices.

3. Critically analyze problems relevant to human resource management, including issues of diversity, sustainability and ethics in Canadian workplaces, and apply HR best practices to resolve them and maximize the value of human capital.
4. Recognize and analyze how changing external and internal environmental conditions influence the management of people in organizations.

## 6. 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:

Research Participation (see lecture schedule for due dates)	2.5%
Mid-term examination (Date: <b>February 15<sup>th</sup></b> )	30%
Reflected Best Self Exercise and Paper (Due: <b>March 26<sup>th</sup></b> )	32.5%
Final Examination ( <b>Scheduled during April exam period</b> )	35%

**Research Participation:** As part of this course, students will be required to participate in the completion of two online surveys outside of class time as indicated in the lecture schedule. Participating in these surveys are designed to teach students about HRM research by engaging them in the research process. To facilitate students' learning, a lecture about the objectives, methodologies and implications of HRM research will take place during the last week of class. To obtain the full 2.5%, students must complete both surveys (1% allocated to completing each survey) and they must attend the final lecture (.5% allocated to attending the lecture).

**\*\*NOTE:** Your personal information (i.e., name and student number) will not be tied to your survey responses in any way. Rather, you will be given a participant ID at the beginning of the semester by the course instructor. You must use this ID to complete both surveys so that the course instructor may identify whether or not you completed both surveys and grant your course credit accordingly. Since the information gathered in these activities is of interest to researchers, including the course instructor, you will be asked if your responses may also be used as research data. Should you indicate that your responses may be used for research purposes, you will be required to enter your participant ID number in a separate online survey so that the course instructor may identify your survey responses and use them for research purposes. Once your survey responses have been identified, your participant ID will be stripped of the data. While you are required to complete both surveys and attend the lecture about HRM research to receive the 2.5% course credit, you are NOT required to consent to the use of your responses for research purposes. You will still receive your course credit if you do not consent to the use of your responses for research purposes. The course instructor will not identify which students submit their responses for research purposes until the end of the course, when all grades are submitted. In accordance with ethical principles for the conduct of research, you will be allowed to skip any questions or procedures when you are completing the surveys for class purposes.

**Midterm Exam:** The midterm exam will take place on **February 15<sup>th</sup> at 9:30 am, during class time** and will be two hours long. The exam will consist of multiple choice, short and application

answer questions. 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.**

**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:** 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.

**Reflected Best-Self Exercise and Paper:** This exercise will give students the opportunity to engage in data collection and analysis and to gain an understanding and appreciation of when they are at their best self. This exercise is also designed to help students realize the utility and value of such exercises as an HRM tool that can contribute to the successful development of human capital, and ultimately, organizations' overall performance.

**\*\* NOTE:** The Reflected Best Self exercise and corresponding paper will be completed in several stages. First, students will request **two** reviews of themselves when they were at their best self from 2-3 trusted family members, friends, colleagues, coaches, etc. They will also write **two** reviews of when they were at their best self. Next, students will analyze these reviews and "code" them for themes. Based on their findings, students will then compose their reflected best self-portrait. Thereafter, students will reflect on this portrait and apply it to their work-related skills and future career paths. Finally, students will consider how this tool can be used in various areas of HRM. A paper will be written based on students' self-portrait, their considerations of its application to their own work/career and its utility as an HRM tool.

The exercise can be found in the course package. You are required to submit a digital copy of your assignment to Turnitin.com (via the Assignments Dropbox on the OWL course website) by **11:55 pm on March 26<sup>th</sup>**. An overview of the exercise and a description of the paper format and expectations will be provided during class time on January 25<sup>th</sup>.

**\*\* Notes regarding all assignments:**

1. 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.
2. You are expected to submit your assignments by the deadlines indicated. I **DO NOT** accept late assignments. All assignments (e.g., projects, class preparation assignments) should be turned in on time to receive credit. The only exception will be for those rare

cases of documented emergencies (i.e., hospitalization, family funerals). This policy may sound harsh, but it is meant to encourage everyone to submit assignments on time and to guarantee that those people who made sacrifices to turn in their assignments on time are not penalized.

3. If a student wishes to dispute a grade and/or request that an assignment/exam be remarked, they must wait at least two days after receiving the grade before requesting that the grade be changed and/or the assignment/exam be remarked. Students must also provide a written document that outlines: a) the part of the assignment/exam the student wishes to have remarked; and b) a detailed discussion why the grade should be changed and/or the assignment/exam be remarked. This discussion should include course material that supports the student's reason why the grade should be changed and/or the assignment/exam be remarked. Requests to have grades changed and/or an assignment/exam remarked must be made within two weeks of receiving the grade.
4. Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.

## 7. Lecture and Examination Schedule

### Class Breakdown

(Please note that this schedule is subject to change with ample notice to students.)

Date	Topic	Readings
Week 1 Jan 11	Introduction to MOS 3385; Introduction to HRM/Why is HRM Important	Text: Chapter 1
Week 2 Jan 18	Setting the Scene: The Legal Environment of HRM	Text: Chapter 2 Case- CP: Staffing Wal-Mart Stores, INC
Week 3 Jan 25	Job Analysis; Introduction to Reflected Best Self Exercise	Text: Chapter 3 <b>Pre-survey available Jan 23<sup>rd</sup>; Pre-survey due Jan 29<sup>th</sup> at 11:55 pm.</b>
Week 4 Feb 1	Human Resource Planning, Recruitment and Selection	Text: Chapter 4 Case- CP: Jennifer Gaston
Week 5 Feb 8	Training and Development; Mid Term Exam Information	Text: Chapter 5
<b>Week 6 Feb 15</b>	<b>Mid Term Exam</b>	
Week 7 Feb 20-24	READING WEEK!!! ☺ ☺ ☺	
Week 8 Mar 1	Performance Management	Text: Chapter 6 Case- CP: A Day in the Life of Alex Sander
Week 9 Mar 8	Compensation	Text: Chapter 7
Week 10 Mar 15	Occupational Health and Safety	Text: Chapter 8
Week 11 Mar 22	Employee Relations; Intro to Labour Relations	Text: Chapter 9 & 10
Week 12 Mar 29	Labour Relations; Negotiating the Collective Agreement	Text: Chapter 10 CP: Negotiation of the Collective Agreement <b>Reflected Best Self Exercise Due March 26<sup>th</sup></b> <b>Post-survey available March 27<sup>th</sup>; Post-survey Due April 2<sup>nd</sup> at 11:55 pm.</b>
Week 13 April 5	Green HRM; Lecture on HRM research; Final Exam Information	CP: Renwick, D.W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. <i>International Journal of Management Reviews</i> , 1-14.

## 8. University Policy Regarding Illness

### 8.1 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/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.

## 8.2 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).

## 8.3 Attendance

It is expected that students will attend all classes. If students are sick, I do not expect them to come to class. Rather, I encourage that they stay home so that they do not infect other students and myself. If students are sick, they are expected to obtain missed materials from other students. I do not provide access to lecture notes.

## 9. 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.

## 10. 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.

## 11. Student Responsibilities

**Attendance/Contribution:** 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. Students are expected to actively participate in a way that offers valuable contributions to class discussion. A good contribution to class discussion is a comment that possesses one or more of the following properties:

- (1) It offers a different and unique, but relevant, insight to the issue; moves the discussion and analysis forward to generate new insights;
- (2) It builds on the preceding discussion; relates to a personal anecdote or experience in a way that helps to illuminate the ideas being discussed; and
- (3) It uses logic, evidence, and creative thinking (argument), so that it is more than merely an expression of an opinion or feeling (assertion).

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.

**Cell Phones and Lap Tops:** Students must turn their cell phones off while in class. Under no circumstances should a cell phone be used in any way during class time. Although laptops may be used in class, I expect that students use laptops in ways that will enhance their classroom experience only. Note that there will be times (e.g., during class discussions) when I will expect your laptops to be down. I expect that students DO NOT distract themselves and other students with their laptops. This includes, but is not limited, to signing into social network websites, watching videos online, chatting online, writing/reading e-mails and visiting websites that are not relevant to the course.

## 12. Support Services

### 12.1 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/>

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.

## 13. Other Issues

### 13.1 Grade Policy

The DAN Program has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 77% 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 Undergraduate Chair or Chair. Class averages are not grounds for appeal.

### 13.2 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.

### 13.3 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.

### 13.4 Academic Concerns.

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

### 13.5 Important Dates:

January 5: Classes resume

January 13: Last day to add a second term half course.

February 20: Family Day. All offices closed.

February 20 – 24: Reading Week.

March 7: Last day to drop a second term half course without penalty.

April 7: Classes end

April 8: Study day

April 9 – 30: Examination Period

April 14: Good Friday. All offices closed.

April 30: Second term ends. Last day to apply for Spring Graduation.

## 14. 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)

## 15. FREQUENTLY ASKED QUESTIONS

Question	Answer
I missed a quiz or exam because I was sick or there was a death in my family.	See the section of the course outline on ILLNESS AND SPECIAL CIRCUMSTANCES
I have a lot of mid-terms or projects at once. Can I write the make-up exam?	Make-up exams for exam conflicts are not available unless you have three exams within a 24 hour period.
When will the exam grades be posted?	Mid-term grades are posted on OWL when they become available. Final exam grades and final course grades are not posted on OWL.
Can I come and see my exam?	You can review your exam during office hours or at any other mutually convenient time.
Can I use a different textbook?	You can use a different textbook, but it is your responsibility to ensure that you are learning all of the assigned material. Be aware that different textbooks may be organized differently and may cover different material.
This mark is going to prevent me from getting accepted at Ivey/graduate school/NASA.	Grades are given based on actual performance, as set out on the course outline. In order to be fair to all the students in the course, grade adjustments, extra assignments, and the reweighting of course components are not available.
I need a certain mark to get or maintain a scholarship or my AEO status at Ivey.	
I tried really hard but I still got a poor mark.	
This is the lowest mark I have ever received.	