

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

MOS 4485G 002
Human Resources Administration for HR Specialists
Course Outline

January - April 2011

Instructor: Nancy Annett, MBA, CHRP
Office: SSC 2250
Office Hours: Monday 1:30- 2:30
Tuesday 3:30-4:30

Phone: 519-661-2111 Ext. 82750 (during office hours only)
Email: nannett3@uwo.ca checking e-mail, Monday (excluding holidays), Tuesday and

Wednesday mornings. If you have an accommodation request, send an e-mail with your request and proceed to get documentation from the Academic Counseling office, the instructor will arrange for your accommodation (provided you have the necessary documentation) upon return to the office.

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

OBJECTIVES:

The goal of this course will be to provide students specializing in Human Resource Management with an overview of the key theories and practices of human resource management (HRM) in different organizational settings. We will examine different perspectives of human resource management (accepted practices versus contemporary or revolutionary views). The focus will be on the role of HR departments and on specific processes such as job design and analysis, strategic planning, hiring (staffing), performance management, training and development, health and safety, as well as other aspects influencing HRM such as the legal framework, labour relations, workplace equality, occupational health and of course career strategies and management.

Anti-requisite: Management and Organizational Studies 3385A/B, the former MOS 382E.

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

Enrollment in: Third or fourth year of the MOS program.

Note: You are responsible for ensuring that you have successfully completed all course prerequisites, and that you have not taken an anti-requisite course. Lack of prerequisites or having taken an anti-requisite course may not be used as a basis for appeal. If you are found to be ineligible for a course, you may be removed at anytime and will receive no adjustment to your fees. This decision cannot be appealed. If you find that you do not have the course prerequisites, it is in your best interest to drop the course well before the end of the drop period. Your prompt attention to this matter will

not only protect your academic record, but will ensure that spaces become available for students who require the course for graduation.

TEXTBOOKS:

Dessler, Gary, Nina D. Cole. (2011); "Human Resources Management in Canada, Canadian 11th Edition; Toronto: Pearson Education Canada, ISBN: 9780136107507. Supplementary readings will be assigned from time to time.

EVALUATION:

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

Midterm / Final Exams (70%):

The midterm and final will be scheduled for two hours. They will cover the chapters indicated only, including any supplementary assigned readings and are closed book. Students are responsible for material covered in the assigned chapters in the text. 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.

Group Project (20%):

In groups you will identify a real organization and receive permission from management of that organization to analyze the role of the human resource manager in order to gain a better understanding of this role. (the best way to find someone is through your networks or networks of family and friends).

As part of the interview (based one of the chapter subjects in the course textbook) you will explore one of the HRM functions in depth with the human resource manager (i.e. recruiting, selection/staffing, compensation, training and development, performance evaluation)..

You may select a human resource generalist or human resource specialist. After this person understands the research project and agrees to cooperate, you will conduct the interview. A interview outline for the questions non specific to your area to be asked is given below. You are expected to prepare additional questions specific to the chapter in the text you are exploring as well as the non-specific questions listed in the outline.

Additionally, you will gather research information on the company before the interview.

This project will provide you with the opportunity to develop field research methodologies and evaluation skills that should prove beneficial in professional assignments. Finally, for the organization cooperating with each of the student projects, the results of these studies should be helpful in future efforts to improve the efficiency and effectiveness of its human resource management function.

Classroom presentations of **these group projects due dates coincide with the order of the subjects in the textbook, Please refer to Lecture Outline on page 7 for dates each chapter is covered.**

You are expected to have your first and second choice of chapter you wish to cover to the instructor by the beginning of the 2nd class. See the evaluation guideline for late penalties. The Instructor will advise you of your chapter by the end of class, preference will be given on chapters when students intend to interview a specialist within a specific area of Human Resources.

You are expected to submit the specific interview questions, the name of the organization and the manager you will interview by the beginning of the third class. See the evaluation guidelines for late penalties.

The final product of this interview will be presented the week your presentation subject is covered in class.

Each of your groups should assume the stance of an outside consultant who has been called in to do a job analysis of the human resource management function of the particular organization. Draw on the text, course material and sources (at minimum 4 sources, which may include the text and websites, **any accepted form of citation will be accepted**).

At a minimum, the Power Point presentation must contain 30-35 powerpoint slides including the reference slide at the conclusion of your presentation of all sources used and must reflect the items contained in the evaluation guide that follows. **Your presentation must have a cover slide with your names the subject you are covering, and the company you are covering. Three hard copies of the power point slides are due the date of the presentation.**

Evaluation Guide (450 marks)

There will be a 2% penalty per day, for late submissions of choices and submissions of interview candidates and questions.

There will be a 10% penalty per week, for late presentations.

Two fellow students will be asked to volunteer to mark presentations during class, along with the instructor.

A. Introduction (10)

B. The Organization (60)

1. Type of business/industry/organization
2. General description of company's products/services/operations
3. Brief company history
4. Overall number of employees and number of employees in each general occupational classification (i.e. managerial, clerical, skilled trades)
5. Organizational structure
6. Size and structure of the human resources department

C. Background of the Human Resource Manager (60)

1. Title
2. Academic qualification (highest degree earned and field of study)
3. Years with organization
4. Years of human resource management experience
5. Other work experience
6. Current membership in professional associations/organizations

D. Human Resource Management Functions – Ask the Human Resource Manager to discuss each of the following activities (200)

1. Ensure fair and consistent implementation of human resource policies and procedures
2. Design appropriate staffing and recruiting policies and programs
3. Assist in interviewing, selecting, and hiring of employees
4. Design and implement performance evaluation systems
5. Administer compensation and benefit programs
6. Ensure compliance with legislation governing employment practices
7. Counsel employees on job-related and/or personal problems
8. Develop and maintain employee records and record-keeping systems
9. Develop employment equity or diversity policy and communicate policy to all managers
10. Ensure compliance with health and safety standards
11. Provide state-of-the-art solutions to employee relations problems
12. Plan for future human resource needs
13. Work with top management on human resource implications of business strategies and plans
14. Design and implement employee training and career development programs
15. Negotiate collective agreements
16. Administer and enforce provisions of collective agreements
17. Manage work-life programs
18. Other

E. Role of Human Resources Department – Ask the Human Resource Manager the following: (40)

1. What is the role of the human resource department in your organization?
2. To what extent is the human resource department involved in strategic business planning? Explain the nature of the involvement.
3. In your opinion, what are some of the most pressing human resource issues faced by your organization today? Why?
4. What was the most difficult organizational problem faced by your human resource department in the last five years? How was it resolved? In retrospect, would you have addressed the problem differently, and, if so, how?

F. Role of Human Resource Department (100)

1. **Explore one of the HRM functions in depth with the human resource manager (i.e. recruiting, selection/staffing, compensation, training and development, performance evaluation).** You should first review the material in the text on the human resource function you choose, and then prepare a set of questions for the manager relating to how that function is carried out in the organization. During the interview, be sure to obtain enough information on how the function is developed and administered so you can describe the function in detail in your presentation. Try to obtain examples of any forms and/or materials used in developing or administering the function (of course with permission).

G. Summary and Evaluation (20)

1. Is the human resource function of this organization contributing to the fulfillment of the organization's mission, objective and strategic plan? Is it making an effective contribution? Why or why not?

Additional Evaluation Criteria (70 marks)

- A. Creativity (50)
- B. Professionalism (5)
- C. Organization (5)
- D. Use of research sources – **At Minimum 4 Sources Must Be Used** (10)

Weekly Participation (10%):

Class participation is compulsory. It is worth 10% of your overall grade. Students will work in groups and write down their thoughts each week, share them with the class and provide the instructor with the group notes. Students who submit group notes will be given credit for participation for that class.

Students are expected to attend all classes and to participate actively in their own learning. Active learning means taking responsibility for your own learning, as well as helping others to learn more about the 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 the class.

LECTURE OUTLINE:

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

Week	Start of Week	Topic	Text Chapters	Assignment Due Dates
1	January 4	Introduction to the Course The Strategic Role of Human Resources Management	Chapter 1 PowerPoint	Review course outline Read Chapter 1
2	January 11	The Changing Legal Emphasis HRM and Technology	Chapter 2, 3 PowerPoint	Read Chapter 2,3 Chapter choices for group project due at the beginning of class
3	January 18	Designing and Analyzing Jobs Human Resource Planning	Chapter 4, 5 PowerPoint	Read Chapters 4,5 Name of HR professional, and specific question due by the beginning of class
4	January 25	Recruitment Selection	Chapter 6, 7 PowerPoint	Read Chapters 6,7 Start of class, cut off for questions regarding the group projects Recruitment and Selection Presentation
5	February 1	Orientation and Training	Chapter 8 PowerPoint	Read Chapter 8 Midterm Review End of class, cut off for questions regarding the midterm Orientation and Training Presentation
6	February 8	Midterm	Chaps. 1-8	During Class 2 hours
7	February 15	Career Development	Chapter 9 Power Point	Read Chapter 9 Career Development Presentation
	February 22	Reading Week		
8	March 1	Performance Appraisal: The Key to Effective Performance Management Establishing Strategic Pay Plans	Chapter 10, 11 PowerPoint	Read Chapters 10,11 If you wish to review the midterm, meet in SSC 2240 Tuesday March 1 4:30-5:30/cut off to review midterms Performance Appraisal and Strategic Pay Plans Presentations
9	March 8	Pay-for-Performance and Financial Incentives Employee Benefits and Services	Chapter 12, 13 PowerPoint	Read Chapters 12,13 Pay for Performance and Employee Benefits Presentations

10	March 15	Occupational Health and Safety Fair Treatment	Chapter 14, 15 PowerPoint	Read Chapter 14, 15 Weekly Exercises Occupational Health and Safety and Fair Treatment Presentations
11	March 22	Labour Relations Managing HR in a Global Business	Chapter 16, 17 PowerPoint	Read Chapters 16,17 Weekly Exercises Global HR and Labor Relations Presentations
12	March 29	Study for Final Exam		Final Exam Review End of Class Cut off for Questions regarding the final exam
April Exam Period		Final Examination	Chaps. 9-17	TBA

POLICY ON CHEATING AND ACADEMIC MISCONDUCT:

Academic honesty is a cornerstone of conduct at university. We cannot have freedom of expression without integrity. While I trust that all of you embrace this principle, instances of cheating or plagiarism arise from time to time. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. I urge you to read the section on Scholastic Offences in the UWO Academic Calendar. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted).

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgments necessary in academic papers: in using another writer's words, you must place the words in quotation marks and acknowledge that the words are those of another writer: in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is appropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse. Note that written submissions may be submitted to a verification program such as Turnitin at the Professor's discretion. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre (519) 661-3573.

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be

granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

- Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
- Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
- Bring your request for accommodation to the Social Science Academic Counseling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
- If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MIDTERM EXAMS

- If you are unable to write a term test, inform your instructor via e-mail or office hours (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
- Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counseling Office.
- Make arrangements with your professor to reschedule the test.
- The Academic Counseling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

- You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
- If you are unable to write a final examination, contact the Social Science Academic Counseling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
- Be prepared to provide the Social Science Academic Counseling Office and your instructor with supporting documentation.
- You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counseling Office for approval without delay.

LATE ASSIGNMENTS

- Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
- Submit documentation to the Social Science Academic Counseling Office.
- If you are granted an extension, establish a due date.
- Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counseling Office.

SHORT ABSENCES

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

EXTENDED ABSENCES

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counselors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counseling Office. Once your documentation has been assessed, the academic counselor will inform your instructor that academic accommodation is warranted. If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.

In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.

In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.

For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counselor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

- You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
- You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
- If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counselor.
- If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counseling Office in your home faculty for instructions.