
MOS 3385B Essentials of Human Resources for Non HR Students
Course Outline: Section – 002 / Winter 2015

1. Course Information:

1.1. Class Location and Time:

Room: University Community Centre (UCC) 60

Time: Monday, 12:30-3:30 pm

1.2. Instructor: Jennifer Robertson

Office: SSC 4309

Office Hours: Mondays, 4:00-6:00; Thursdays, 1:30-3:30; By Appointment

Phone: 661-2111 x85040

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

Website Address: <https://owl.uwo.ca/portal/site/8df29fb3-278a-42e9-8dad-e9e0569e99d0>

**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 519-661-2111 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

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.

2.1. Antirequisite(s): MOS 4485F/G, the former MOS 382E.

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

2.3. 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. 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 end of term paper assignment materials are included in the course pack.

3.1. Additional readings may be handed out in class.

3.4. Class Power Point Slides: Copies of class slides will be posted on the course website by **5:00 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 21st 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. 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.

4.3. 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., prepare case questions) prior to class so that they can actively participate in class exercises and discussions.

5. Evaluation

5.1. 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:

Mid-term examination (Date: February 9th)	30%
Reflected Best Self Exercise and Paper (Due: March 27th)	30%
Reflected Best Self Round Table Discussion (Date: March 30th)	5%
Final Examination (Scheduled during April exam period)	35%

5.2. Midterm Exam

The midterm exam will take place on **February 9th at 12:30 pm, during class time** and will be two hours long. The exam will consist of multiple choice, short and long 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.**

5.4. 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 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.

5.5. Reflected Best-Self Exercise, Paper and Round Table Discussion

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.

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 3-4 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 SAKAI course website) by **11:55 pm on March 27th, 2015**. An overview of the exercise and a description of the paper format and expectations will be provided during class time on January 19, 2015. **Worth:** 30%

As part of this exercise, on the last day of class, we will conduct a round table discussion in which you will discuss your experiences with this exercise with other classmates. **Worth:** 5%

**** 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.

6. 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 5	Introduction to MOS 3385; Introduction to HRM/Why is HRM Important	Text: Chapter 1
Week 2 Jan 12	Setting the Scene: The Legal Environment of HRM	Text: Chapter 2 Case- CP: Staffing Wal-Mart Stores, INC
Week 3 Jan 19	Job Analysis; Introduction to Reflected Best Self Exercise	Text: Chapter 3
Week 4 Jan 26	Human Resource Planning, Recruitment and Selection	Text: Chapter 4 Case- CP: Jennifer Gaston
Week 5 Feb 2	Training and Development; Mid Term Exam Information	Text: Chapter 5
Week 6 Feb 9	Mid Term Exam	
Week 7 Feb 16-20	READING WEEK!!! 😊😊😊	
Week 8 Feb 23	Performance Management	Text: Chapter 6 Case- CP: A Day in the Life of Alex Sander
Week 9 Mar 2	Compensation	Text: Chapter 7
Week 10 Mar 9	Occupational Health and Safety	Text: Chapter 8
Week 11 Mar 16	Employee Relations; Intro to Labour Relations	Text: Chapter 9 & 10
Week 12 Mar 23	Labour Relations; Negotiating the Collective Agreement	Text: Chapter 10 CP: Negotiation of the Collective Agreement Reflected Best Self Exercise Due March 27th
Week 13 Mar 30	Green HRM; Reflected Best-self Round Table; 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.

Week 14 April 6th	TBD	TBD
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7. University Policy Regarding Illness

7.1 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.

7.2 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).

7.3 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.

8. 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 251 University Community Centre, (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.

9. 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.

10. Student Responsibilities

10.1. 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.

10.2. 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.

11. 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.uwo.ca/uwocom/mentalhealth/> for a complete list of options about how to obtain help."

12. Other Issues

12.1 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.

12.2 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.

12.3 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.

12.4 Academic Concerns:

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

12.5 Important Dates:

January 5	Classes resume
February 16	Family Day
February 16 - 20	Reading Week
April 3	Good Friday
April 8	Classes end
April 9 & 10	Study Days
April 11 - 30	Final exam period

12.6 Other Information

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

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