
MOS 3384B

Course Outline: Section – 002 / Winter 2016

1. Course Information:

1.1 Class Location and Time:

UCC 61
Thursdays
12:30-3:30

1.2 Contact Information:

Instructor: Nancy Annett, MBA, CHRP
Office: MOS main office 4th floor SSC
Office Hours: Day/time
Phone: 661-2111 x12345
Email: nannett3@uwo.ca
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:

An introduction to the theory and scientific methods of psychological assessment for the purposes of personnel selection, with an emphasis on the most current and valid selection procedures. Related topics include job analysis and competency modeling, recruitment, decision-making, legal and ethical issues

3 lecture hours per week, 0.5 course

Antirequisite(s): N/A

Prerequisite(s): Enrolment in MOS

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

Das, Hari. (2007); “Recruitment, Selection and Deployment of Human Resources,

A Canadian Perspective, PH Series in Human Resources Management;

Toronto: Pearson Education Canada, ISBN: 0-13-127178-4

Students are required to bring their text book to all classes.

CASE:

Hitting the Brick Wall: The Challenge of Finding More Food Services Workers

Mark Julien , Cathy McCann

Product Number:

9B11C015

The case can be purchased at www.iveycases.com.

Contact for the case: Shirley Koenig 519-661-4259

4. Course Objectives and Format

4.1 Course objectives

An introduction to the theory and scientific methods of psychological assessment for the purposes of personnel selection, with an emphasis on the most current and valid selection procedures.

Related topics include job analysis and competency modeling, recruitment, decision-making, legal and ethical issues

4.2 Course format

Lecture with group discussion

5. Learning Outcomes

To understand be able to apply theory and scientific methods of psychological assessment for the purposes of personnel selection, with an emphasis on the most current and valid selection procedures.

6. Evaluation

Please see the grade policy section 13.1

Exam #	Percentage of Course Grade
1 Exams, midterm and final 40% each	80%
2 Case Study	15%
3 Participation	5%

Exams are short answer, short essay and multiple choice **format**. Each exam, in total, will be scheduled for **2 hours, consist of less than 50 questions**, and are **closed book examinations. Dictionaries are NOT allowed into the examinations.**

Only non-programmable calculators will be allowed into the exams. If you are unsure, please ask your professor to check your calculator.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams 1 and 2 will be in class time. The third exam will be scheduled during the exam period. Exams will not be returned to students but may be reviewed in the instructor's office.

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.

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.

Midterm / Final Exams (80%):

The midterm and final will be scheduled for two hours. The exams will be comprised of short answer/multiple choice and essay questions. They will cover the chapters indicated, including any supplementary assigned materials/readings and are closed book. Students are responsible for material covered in the assigned chapters in the text and any additional material provided by the instructor. 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.

As not all subjects listed in the text will be covered in class. It is assumed for exam purposes that students have read and understand all chapters required listed in the lecture outline in their entirety.

Class Participation: (5%)

Class participation is compulsory. It is worth 5% of your overall grade. Marking is based on completion of the 9 in class discussions and one on-line forum, if you participate within your group, you will receive full marks (100%) for this component. Your groups will consist of no more than four people to ensure equity in participation within the class.

These discussions are intended as sample exam questions, a similar question will appear on your midterm and final.

Also these are an opportunity to practice breaking down a problem for your case analysis, identifying a problem and causes of the problem, examining multiple solutions to the problem, against stated criteria, with the pros and cons of each, and choosing a solution which best solves the previously stated problem i.e. addressing the causes and why.

The more sources you have to back up your arguments the more weight they have. Examples could be theories from this text or previous/independent learning and journals.

Group Case Analysis (15%):

In self assigned teams (it is each students responsibility to ensure they have a team) of six people(to ensure fairness amongst teams, this number is non-negotiable) , you will analyze the Ivey case listed above *Hitting the Brick Wall: The Challenge of Finding More Food Services Workers* and can be purchased at www.iveycases.com. The final product of this case analysis will be a **comprehensive report submitted by the date listed on the lecture outline in class**. The report should be a word document uploaded in the assignment section of OWL, as well as a printed copy submitted to the instructor in class. There will be a **5% per day deduction for late submissions**. You will analyze the case adhering to the evaluation guideline below. Draw on the text, course material and outside sources (**at minimum 5 sources beyond the textbook**) to provide your overall recommendations. Note: issues with workload distribution are to be addressed by the team.

Evaluation Guide (100 marks)

A. Executive Summary (5)

1. Two paragraphs in length
 - a. First paragraph – briefly identify the major issues facing the manager/key person
 - b. Second Paragraph – summarize the recommended plan of action and include a brief justification of the recommended plan. What are the structural components of the organization?

B. Introduction (5)

C. Statement of the Problem (15)

1. State the problems facing the manager/key person
2. Identify and link the symptoms and root causes of the problems
3. Differentiate short term from long term problems
4. Conclude with the decision facing the manager/key person

D. Causes of the Problem (20)

1. Provide a detailed analysis of the problems identified in the statement of problem

2. In the analysis, apply theories and models from the text and/or readings
3. Support conclusions and/or assumptions with specific references to the case and/or the readings

E. Decision Criteria and Alternative Solutions (25)

1. Identify criteria against which you evaluate alternative solutions (i.e. time for implementation, tangible costs, acceptability to management)
2. Include two or three possible alternative solutions
3. Evaluate the pros and cons of each alternative against the criteria listed
4. Suggest additional pros/cons if appropriate

F. Recommended Solution, Implementation and Justification (25)

1. Identify who, what, when, and how in your recommended plan of action
2. Solution and implementation should address the problems and causes identified in the previous section
3. The recommended plan should include a contingency plan(s) to back up the “ideal” course of action
4. Using models and theories, identify why you chose the recommended plan of action – why it’s the best and why it would work

G. Conclusion (5)

H. Additional Evaluation Criteria: (50 marks)

1. Spelling and Grammar (10)
2. Organization – Up to a 10 mark penalty will occur if the following is not adhered to in case submissions (15)
 - a. Typed, One inch margins, 12 point Arial font, full justification, **double spaced**, the Executive Summary may be single spaced
 - b. Title Page, Executive Summary, Table of Contents, Introduction, Conclusion, References, and Exhibits (as appropriate) are required
 - c. The title page should be complete with course number and section, course title, assignment title, professor’s name, your name and date submitted
 - d. The essay should not exceed 7 pages in length of text in the main body (i.e. Introduction to Conclusion inclusive, or 9 pages in overall length with inclusion of exhibits) the maximum length of the paper is **13 pages in total**, including title page, executive summary, table of contents.
3. Use of outside research sources and relevant theory – **At Least 5 Outside Sources Must Be Used (Beyond textbook)** (25)

7. Lecture and Examination Schedule

Week	Dates	Topic	Text Chapters	Notes
Intro	January 8	Course Overview	Overview	Review the Course Outline
1	January 14	Establishing a Human Resource Strategy	Chapter 1	
2	January 21	Identifying Human Resource Plans and Performance	Chapter 2	
3	January 28	Meeting Legal Challenges	Chapter 3	
4	Feb 4th	Recruitment	Chapter 5	
5	Feb 11th	Applicant Screening	Chapter 6 Not including pgs 213-217	
6	Feb 25th	MIDTERM EXAM (in class)	Chapters 1, 2, 3, ,5, 6	Midterm in Class
7	March 3th	Use of Tests in Selection	Chapter 7	
8	March 10th	Selection 3: Interviews and Reference Check Case DUE IN CLASS today	Chapter 8	Case Due in Class
9	March 24th	Decision Making	Chapter 9 not including pages 295-306	
10	March 31st	Deployment, Development and Termination of Human Resources	Chapter 10	
		FINAL EXAM Time and date – TBD	Covers Chapters 7,8,9,10 not including pgs 295-306	

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

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

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. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

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

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.

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/ 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 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 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 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

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

15. 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".

15.1 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.).

15.2 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.

15.3 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

15.4 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

16. FREQUENTLY ASKED QUESTIONS

(also from Phil King – use/change at will)

Question	Answer
How can I succeed in this course?	Do all the assigned readings, attend class, focus on understanding the legal principles in a way that lets you apply them to new fact situations.
I missed the quiz because my computer didn't work, my internet connection was lost, I was preparing my Biz 2257 project, I was out of town, I lost my phone, I forgot ...	A missed quiz will result in a mark of zero. You are responsible for calendaring the quizzes and having reliable internet access to write them. There are no "make up" assignments available.
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.
There is so much material. How can I possibly remember everything?	You do not need to remember everything in the book. You need to understand the fundamental legal principles and how to apply them.
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.	