
MOS 4485F Section – 001/002

Human Resources Administration for HR Students

Fall 2019

Course Outline

1. Course Information:

1.1 Class Location and Time:

Section 001 University College (UC) Room 2110 Friday 09:30-12:30

Section 002 Arts and Humanities Building (AHB) Room 1B04 Wednesday 13:30-16:30

1.2 Contact Information:

Instructor: Jonathan Hughes

Office: SSC 4434

Office Hours: Posted on OWL

Email: jhughes58@uwo.ca

DAN Department of Management & 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 accommodation needs. 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 Accessible Education 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:

Overview of the key theories and practices of human resource management (HRM) in different organizational settings. Topics include job design and analysis, strategic planning, staffing, performance management, training, development, health and safety, as well as other aspects affecting HRM.

3 lecture hours, 0.5 course

Antirequisite(s): [MOS 3385A/B](#)

Prerequisite(s): Enrolment in 4th year of a Consumer Behavior, Human Resource Management, or Public Administration module in 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.”

This regulation is in regards to the COURSES required. Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

3. Textbook

Noe, Raymond A., Barry Gerhart, John R. Hollenbeck, Patrick M. Wright and Linda E. Eligh. *Strategic Human Resource Management: Gaining a Competitive Advantage, Second Canadian Edition*. McGraw-Hill Ryerson, 2016. ISBN-10: 1259024687 ISBN-13: 978-1259024689

Additional readings may include required readings purchased through the UWO bookstore or through the Western Library online catalogue (Electronic Resources), or placed on reserve, or articles and books associated with individual research for assignments. Case studies may be assigned on a weekly basis.

4. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

4.1 Course Objectives

This course provides an overview of the key theories and practices of human resource management (HRM) in different organizational settings. Weekly lecture topics include examination of the choices and restraints managers face while engaged in job design and analysis, strategic planning, recruitment and selection, performance management, training and development, health and safety, and collective bargaining as well as other aspects affecting HRM. Each topic is considered within the context of three competitive challenges that organizations face today (often simultaneously): the sustainability challenge, the global challenge and the technology challenge. Organizations must successfully deal with these challenges to create and maintain value, and the key to facing these challenges is a motivated, well-trained and committed workforce. The dynamic nature of HRM in Canada is considered within the context of current theory, research, international influences, current events, and practice (both new developments and established approaches to HRM systems).

4.2 Course Format

In each weekly lecture, numerous examples and case exercises and class discussion will be introduced to illustrate how theoretical concepts of HRM are applied in practice. Students are expected to read all assigned chapters in the course textbook, all assigned additional reading including case studies, and apply that knowledge to class exercises and discussions. Students are also required to conduct research on organizations using a wide variety of resources from both the UWO library catalogue and other suitable sources. Students are required to contribute to the learning of others through participation in each class.

5. Learning Outcomes

After taking this course, students should be able to:

- Define and explain key terms, theories/concepts and practices within the field of strategic human resource management.
- Describe and explain the legal framework in Canada as it applies to employment practices and evaluate the influence of human rights legislation on a variety of human resource activities.
- Recognize and critically analyze how changing external and internal environmental conditions such as globalization and technology influence sustainability of organizations and the dynamics of managing human capital in both Canadian and international workplaces.
- Apply concepts and principles of evidence-based management to critically assess organizational problems and support sound human resource management decisions to align employee and group behaviours with desired organizational outcomes.
- Conduct research into an organization and analyze research findings to determine how human resource practices used by that organization support or deter organizational opportunities and challenges.
- Analyze course theory and other research to determine appropriate actions the organization can take to continue or improve human resource practices relevant to opportunities and challenges.
- Use report writing skills to summarize findings from research that has examined overall sustainability of an organization, implications of such research and determination of appropriate recommendations to improve sustainability.

6. Evaluation

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

Team Teaching	5%	During Session 6 Sec 001-Oct 11 th , 002-Oct 16 th
In-Class Exam	25%	During Session 7 Sec 001-Oct 18 th , 002-Oct 23 rd
Research Assignment	25%	Due Sec 001-Nov 21 st , 002-Nov 26 th by 11:30pm
Contribution	20%	Sessions 1-12
Final Exam	25%	During Exam Period, Scheduled by the Registrar

Team Teaching – Students in teams are required to take a lead in the teaching of a portion of our class in session 6. Each team will be graded as a team.

In-Class Exam – Covers topics from Sessions 1-6 including class content, textbook content, and any additional assigned content. (***Makeup Exam is scheduled for November 1st @ 1pm***)

Research Assignment – Students are required to write an individual research report, the detailed requirements for which will be provided during the course. (***An abstract is required in advance of writing the report and is due for both sections on October 30th at 11:30pm***)

Research Assignment Abstracts may only be submitted online through OWL SAKAI. Students must submit their research assignment abstract on time. **Failure to do so will result in a penalty of 5% (5-point deduction)**. If late abstracts are not submitted well in advance of the due date of the assignment the instructor may choose not to accept the assignment.

Research Assignment Reports may only be submitted online through OWL SAKAI. Students must submit the report on time (Students submitting a valid Self-Reported Absence form will receive an extension to the original deadline of 48 hours). **Failure to do so will result in a penalty of 10% (10-point deduction) per day including weekends and holidays.**

Contribution – Contribution is a combination of attendance, preparation, active and thoughtful participation and business professionalism. Active and thoughtful participation and business professionalism involves providing meaningful comments, asking constructive questions, encouraging colleagues' involvement, demonstrating that one has reflected on colleagues' comments by responding appropriately and working effectively with others. Such contributions enrich both course content and the discussion process. ***Coming to class having completed assigned readings and prepared for case studies is a prerequisite to effective contribution.*** Meaningful contributions enrich the group dynamics, course content and discussion process.

Final Exam – Focuses on topics from Sessions 8-12 including class content, textbook content, and any additional assigned content (recognizing that sessions may have built on content from the prior 1-6 classes)

The In-Class and Final exam will both be presented in a *mixed format and may contain multiple-choice, true false questions, short or long answer questions and/or or essay questions based on a case study or case incident.* Additional details will be provided prior to the exam.

Exams are **closed book examinations. Dictionaries are NOT allowed into the examinations.**

Electronic devices of any kind (including cell phones, smart watches and calculators) are NOT permitted at exams.

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

Exams will not be returned to students but may be reviewed in the instructor's office.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

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.

The DAN Department 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.

7. Lecture and Examination Schedule

Schedule for coverage of content is approximate; class lecture topics will include textbook content, content linked to the course such as assigned journal articles, and any other additional course content as provided (or assigned) by the instructor. **See OWL SAKAI for further reference.**

NOTE: Additional readings and case studies may be added each week as appropriate

Part 1: The Human Resource Environment

- Session 1** Course Introduction and HRM Overview
- Session 2** Strategic Human Resource Management
- Session 3** The Legal Environment
- Session 4** Work Analysis / Design and Human Resource Planning

Part II: Acquisition, Assessment and Development of Human Resources

- Session 5** Recruitment and Selection, Training and Development, Employee Engagement and Performance (Preparation)
- Session 6** Recruitment and Selection, Training and Development, Employee Engagement and Performance (Team Teaching) - **MANDATORY CLASS**
- Session 7** In-Class Exam - **MANDATORY CLASS**

Part III: Compensation of Human Resources

- Session 8** Employee Pay
- Session 9** Employee Benefits

Part IV: Special Topics in Human Resource Management

- Session 10** Labour Relations
- Session 11** Safe Secure and Productive Workplaces
- Session 12** Managing Human Resources Globally

Final Exam

Fall Ready Week – Nov 4 – 10, 2019. There are no classes during this week

8. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

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.

8.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

8.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

8.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

9. Exam Policies

- 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, or other electronic devices to exams.
- To ensure fairness to all students, questions will not be answered during exams.

10. 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. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

10.1 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.).

10.2 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.

10.3 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

10.4 Unacceptable 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

11. 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.

11.1 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.

11.2 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. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

13. Posting of Grades

In-Class exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the [Student Centre](#) website.

14. University Policy Regarding Illness

14.1 Illness

For details on University Policy and student responsibilities go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

- i. Submitting a Self-Reported Absence form provided that the conditions for submission are met (maximum of 2 from September to April, valid for 48 hours or less, on course work worth less than 30%); or
- ii. For medical absences, submitting a Student Medical Certificate (SMC) : https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or
- iii. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration:

- are advised to **consider carefully the implications** of postponing tests or midterm exams or delaying handing in work;
- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are not an appropriate basis for a self-reported absence;
- **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

14.2 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).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

15. University Policy on Cheating and Academic Misconduct

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.

A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. 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.

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.

16. Procedures for Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair 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.
4. 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.

17. Support Services

17.1 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.

17.2 Academic Concerns.

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