



Western

DAN Department of Management
& Organizational Studies

**Faculty of
Social Science**

Fall/Winter 2025/26 Course Syllabus

MOS 3385B Section – 202 Essentials of HR for Non-HR Students

Course Mode: Blended

Instructor: Dr Geraint Harvey

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Office Hours: Wednesday 11:10-13:30

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1. Course Information:

1.1 Class Location and Time:

Blended course with weekly classes on Wednesday at 9:30-11:00 (see OWL Brightspace Classroom Site for detail).

1.2 Course Description:

An introduction to human resources management (HRM) processes in organizations. Topics include: history of HRM, role of HRM departments in organizations, basics in job design, staffing analysis, recruitment and selection.

Antirequisite(s): MOS4485

Prerequisite(s): Enrolment in 3rd or 4th year of the BMOS program

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.”

1.3 Accessibility:

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 disabilities.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>

1.4 Land Acknowledgement:

We acknowledge that Western University is located on the traditional lands of the Anishinaabek (Ah-nish-in-a-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ahpay-wuk) and Chonnonton (Chun-ongk-ton) Nations, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum.

With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research and community service.

2. Course Materials

1. Schwind et al. (2019) Canadian Human Resource Management: A Strategic Approach, McGraw Hill.
<https://www.mheducation.ca/product/canadian-human-resource-management-9781260881431-can-group>
2. Heery, E., and Noon, M. (2017) Dictionary of HRM, Oxford University Press: Oxford.
<https://www.kobo.com/ca/en/ebook/a-dictionary-of-human-resource-management-1>

• **Students are welcome to purchase second-hand or earlier editions of this textbook.**

Students are responsible for checking the course OWL site <https://westernu.brightspace.com/d2l/login> regularly for news and updates. This is the primary method by which information will be disseminated to all students in the class.

If students need assistance with the course OWL site, they can seek support on the [OWL Brightspace Help](#) page. Alternatively, they can contact the Western Technology Services Helpdesk. They can be contacted by phone at 519-661-3800 or ext. 83800.

Technical Requirements

N/A

3. 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.

3.1 Course objectives

To introduce HRM as a system of managing people.

To illustrate role played by HRM within organizations and the impact of the environment on HRM decision making.

To describe the contribution of various HRM policies to the competitive advantage of the organization.

3.2 Course format

The content will be delivered via pre-recorded lectures to be viewed prior to each class. N.B., a pedagogical technique used in the videos is planned omission whereby some concepts are introduced but not fully discussed in the videos and so attendance at class is critical. The content will then be elaborated and discussed during the in-person component (each week on Wednesday between 9:30 and 11am). As you will see below, assessment of performance on this course includes a grade for attendance and for the submission of one elaborate question each week.

Key Dates:

Classes begin: September 4, 2025
Truth and Reconciliation Day: September 30, 2025
Thanksgiving: October 11-13, 2025
Fall Reading Week: November 3-9, 2025
Classes end: December 9, 2025
Exam period: December 11 – 22, 2025
Classes begin: January 5, 2026
Spring Reading Week: February 14-22, 2026
Classes end: April 9, 2026
Exam period: April 12-30, 2026

4. Learning Outcomes

1. To understand a range of human resources management (HRM) processes and practices within organizations
2. To evaluate the role of HRM within organizations
3. To analyze the strategic contribution of HRM with through recruitment and selection, performance management, compensation, training etc.
4. To improve competencies critical to future success as managers and leaders, including: analytical thinking, teamwork, ethics, project planning and management, decision-making skills, and written and verbal communication skills.

5. Evaluation

Attendance	Weekly - 1.5% per week	12%
Engagement	Weekly - 1.5% per week	12%
Timed assignment 1	February (date TBC)	22%
Timed assignment 2	March (date TBC)	22%
Timed assignment 3	April (date TBC)	32%

Engagement requires the submission of an elaborate question based on one of the three videos for the week, e.g., the question submitted at the week 2 class must be focused on the Introduction to HRM videos; the question submitted at the week 3 class must be focused on Recruitment and Selection videos and so on. More information will be provided in Week 1 and on the OWL Brightspace site for the course. The questions must refer to a specific aspect of each video rather than questions about the topic or the

title of the lecture. For example, a question submitted in Week 2 that asks “what is HRM?” or “Why is HRM used?” will receive no marks. Instead, questions such as “how does cost minimization differ from cost effectiveness in HRM?”. N.B., submitting the example question or a slight variation thereof will not receive any marks in week 2.

Questions must be submitted via email by 9:40am on the day of the lecture (ideally submitted on the day of the lecture rather than before). Submission of an appropriate question will be assigned 1.5 marks. If students are unable to attend class, they will nonetheless receive the grade for submitting a question.

Emails with engagement questions must have the subject line: MOS 3385 202 Engagement question.

Attendance at each content class (no. 8) is graded (at 1.5% per class). Students are permitted to miss one class if ill or have alternative unavoidable commitments. You do not need to provide evidence to absent yourself from ONE class without penalty and attendance at 7 classes will be scored at 12%.

However, if you miss more than one class then you will be penalized for all missed classes, i.e., missing 2 classes will incur a penalty of 3% (missing 3 classes at 4.5%, 4 at 6% and so on), unless you provide evidence for ALL missed classes.

If you miss two classes and have evidence for a legitimate absence from only one then you will be graded at 10.5% for attendance. Likewise, if you miss three classes and have evidence for a legitimate absence: from only one class (then you will be graded at 9%); or from two classes then you will be graded at 10.5% and so on. **N.B., attendance alone is not sufficient in order to receive this grade. If you attend, but you are clearly not engaging, e.g., wearing ear buds, engaging in disruptive behaviour, etc., then you will forfeit the grade for attendance.**

It is important to note that this blended course is designed to maximize pedagogical efficacy and not to permit remote study. You can select this course if you wish to study remotely, but please bear in mind that you will lose the grade for attendance and you MUST be at the University on three occasions through the term to complete the timed assignment in person.

No electronic devices are permitted for use in the timed assignments. The timed assignments are open-book and you are encouraged to create notes and bring these with you to each assessment. As you are not permitted to use an electronic device during the assessment notes must be hardcopy.

Notes must be in physical copy and no electronic devices can be used. You are not permitted to have access to your cell phone and you will not be permitted to wear smart watches, headphones, earbuds etc., at the Assessments.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed by contacting your instructor. Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed by contacting your instructor.

General information about missed coursework

Students must familiarize themselves with the *University Policy on Academic Consideration – Undergraduate Students in First Entry Programs* posted on the Academic Calendar:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf.

This policy does not apply to requests for Academic Consideration submitted for **attempted or completed work**, whether online or in person.

The policy also does not apply to students experiencing longer-term impacts on their academic responsibilities. These students should consult [Accessible Education](#).

For procedures on how to submit Academic Consideration requests, please see the information posted on the Office of the Registrar's webpage:

https://registrar.uwo.ca/academics/academic_considerations/

All requests for Academic Consideration must be made within 48 hours after the assessment date or submission deadline.

All Academic Consideration requests must include supporting documentation; however, recognizing that formal documentation may not be available in some extenuating circumstances, the policy allows students to make one Academic Consideration request **without supporting documentation** in this course. However, the following assessments are excluded from this, and therefore always require formal supporting documentation:

- Assessment 3 (Designated by the instructor as the one assessment that always requires documentation when requesting Academic Consideration)

When a student mistakenly submits their one allowed Academic Consideration request **without supporting documentation** for the assessments listed above or those in the **Coursework with Assessment Flexibility** section below, the request cannot be recalled and reapplied. This privilege is forfeited.

Evaluation Scheme for Missed Assessments

- If Assessment 1 is missed then Assessment 2 and 3 will be reweighted from 54% to 76% of the final grade.
- If Assessment 2 is missed then Assessment 1 and 3 will be reweighted from 54% to 76% of the final grade.
- If Assessment 3 is missed then the student will be reassessed via a coursework assignment – a fully referenced, 2000word essay (Question TBC) for 20% with Assessments 1 and 2 reweighted from 22% each to 28% each. As stated above, students must submit supporting documentation in order to be exempted from Assessment 3 and the other points above and below also apply. If the make-up assignment for Assessment 3 is not completed then the student will be assessed according to the assessment rules of the course when it is next run.
- If Assessment 1 AND 2 are missed then Assessment 3 will be reweighted from 44% to 76% of the final grade OR the student will have the option of retaking the assessment when the course is next run.
- If Assessment 1 (OR 2) AND Assessment 3 are missed then the student will be assessed according to the assessment rules of the course when it is next run. N.B., supporting documentation is required to be absent from Assessment 3.
- If all Assessments (1, 2 AND 3) are missed then the student will be assessed according to the assessment rules of the course when it is next run. N.B., supporting documentation is required to be absent from Assessment 3.

Weekly questions must be submitted via email before 9:40am on the day of each class if the student is unable to attend the class. **Questions submitted after 9:40 on the day of the class will not be graded.**

Attendance at each class is graded, however, students will be permitted to miss two classes during the semester with no penalty if a notification is received on the day of or before the class. No evidence is required.

When a student misses the Final Exam and their Academic Consideration has been granted, they will be allowed to write the Special Examination (the name given by the University to a makeup Final Exam). See the Academic Calendar for details (under Special Examinations), especially for those who miss multiple final exams within one examination period.

If a student is unable to meet the scheduled make-up, 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.

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 72% 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.

6. Lecture and Examination Schedule

Week Commencing	Topic
1/5	Introduction: Course, Assessment, Content and Format
1/12	Introducing HRM: Control and commitment
1/19	Recruitment and Selection
1/26	Performance Appraisal
2/2	Reward
2/9	Assessment 1 (in class) – 22%
2/16	Reading week
2/23	Training
3/2	Flexibility
3/9	Assessment 2 (in class) – 22%
3/16	Voice
3/23	Ethics and HRM
3/30	Assessment 3 (in class) – 32%

7. 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 depart significantly from the 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.

7.1 Respect

Please act respectfully towards the classroom, the instructor 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 instructor. 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 your instructor.

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

Student Code of Conduct <https://www.uwo.ca/univsec/pdf/board/code.pdf>

7.2 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 instructor.

7.3 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 the written consent of your instructor.

8. Exam Policies (Adjust for Online vs. In Person)

IN-PERSON

- 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 or wear smart watches, music players, cell phones, beepers, or other electronic devices to exams

9. E-mail Policies

The following policies apply to all emails between students and the instructor. Please respect the fact that your instructor 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".

9.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact their instructor. The instructor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

9.2 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 instructor teaches different courses and sections and cannot properly respond to questions if they do not know which course or section you are enrolled in.

9.3 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

9.4 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

10. Attendance (Adjust for Distance Studies, Blended or In-Person)

IN-PERSON: It is expected that students will attend all classes. The instructor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

10.1 Short Absences.

If you miss a class due to minor illness or other problems, check your course outline 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.

10.2 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.

11. 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.

You, the student, are responsible for the grades earned.

12. Posting of Grades

Midterm 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.

13. University Policy Regarding Illness, Absence and Accommodation

13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf

Students can download the Student Medical Certificate (SMC) here:

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

13.2 Religious Accommodation

When conflicts with a religious holiday that requires an absence from the University or prohibits certain activities, students should request accommodation for their absence in writing to the Academic Advising office of their Faculty of Registration. This notice should be made as early as possible but not later than two weeks prior to the writing of the examination (or one week prior to the writing of the test).

Please visit the Diversity Calendars posted on our university's EDID website for the recognized religious holidays: <https://www.edi.uwo.ca>.

14. University Policy on Cheating and Academic Misconduct

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

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

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.

Within this course, students are permitted to use AI tools exclusively for information gathering and preliminary research purposes. These tools are intended to enhance the learning experience by providing access to diverse information sources. However, it is essential that students critically evaluate the obtained information, exercise independent thinking, and engage in original research to synthesize and develop their own ideas, arguments and perspectives. The use of AI tools can serve as a starting point for exploring a topic, with students expected to uphold academic integrity by appropriately attributing all sources of information and avoiding plagiarism. Essays, written assignments and/or lab reports should reflect the student's own thoughts and independent written work. Students should also generate their own figures (e.g., graphs, diagrams) rather than using AI generated ones. By adhering to these guidelines, students contribute to a responsible and effective learning environment that promotes critical thinking, independent inquiry and all them to produce original written contributions with integrity. The same principles also apply to the use of translation software to support the writing the essays and other written assessments. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

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. 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 may include a zero grade on the assessment, 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.

15. 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 of the Department of Management and Organizational Studies via the DAN Help Portal. <https://help.sci.uwo.ca/servicedesk/customer/portal/10>
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, they may then appeal to the Associate Dean, Undergraduate 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 [Office of the Ombudsperson](#).

16. Support Services

16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation 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/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Western is committed to reducing incidents of gender-based and sexual violence (GBSV) and providing compassionate support to anyone who is going through or has gone through these traumatic events. If you are experiencing or have experienced GBSV (either recently or in the past), you will find information about support services for survivors, including emergency contacts at the following website: https://www.uwo.ca/health/student_support/survivor_support/get-help.html
To connect with a case manager or set up an appointment, please contact support@uwo.ca.

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

16.2 Academic Concerns.

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).