



**MOS4485G 570**  
**Human Resources Management: Looking Back, Moving Forward**  
**Winter 2026**

Instructor: Claire Pompili  
Email: [cpompil@uwo.ca](mailto:cpompil@uwo.ca)

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**Course Information**

**Mode of Instruction:** In Person

**Calendar Description:**

This course considers both managerial choice and the influence of context on strategies for managing people and how human resource management (HRM) policies and practices such as reward, performance management, training and employee voice might be used to different effect and effectiveness in various organizations.

**Pre-requisite(s):** Completion of 2.5 of the following: MOS 3280F/G, MOS 3342A/B, MOS 3343A/B, MOS 3344A/B, MOS 3352F/G, MOS 3383A/B, MOS 3384A/B and enrolment in 4th year of Human Resource Management module in BMOS.

**Extra Information:** 3 lecture hours

**Course Weight:** 0.50

**Breadth:** CATEGORY A

**Subject Code:** MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may 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.

**MOS 4485G 570**  
**Human Resources Management**

**Winter 2026**  
**Course Outline**

**Contact Information**

Instructor: Claire Pompilii

Email: cpompil@uwo.ca

Office hours: Mondays 5:00pm – 6:00pm, or by appointment.

**Course description:**

This course will consider managerial and strategic choices in the context of managing people. It will cover how various Human Resources Management (HRM) concepts are used within an organization in a strategic manner and effective HRM strategies.

**Course learning outcomes:**

In this course, students will integrate the key learnings they have gained throughout the program by partnering with an organization within the community (private or not-for-profit sector). As emerging HR professionals, students will examine the challenges facing this organization from an HR perspective, conduct a needs analysis, diagnose the organizational issues related to HR, and make recommendations for implementation. Throughout this experience, students will demonstrate a comprehensive understanding of human resources issues in all functional areas of HR and the ability to formulate solutions that meet organizational needs.

By the end of this course, students will be able to:

- Develop the knowledge, skills, and concepts needed to resolve actual human resource management problems or issues.
- Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees.
- Identify the human resources needs of an organization or department.
- Conduct a job analysis and produce a job description from the job analysis.
- Evaluate the procedures and practices used for recruiting and selecting suitable employees.
- Assess training requirements and design a successful orientation and training program.

The learning outcomes for this course are:

1. Experiential learning through industry-based projects.
2. Comprehensive application of HR concepts to develop evidence-based solutions to industry issues.
3. Development of analytical, decisional, and technical report-writing skills.
4. Presentational skills highlighting the results of their analyses and decision-making to industry partners.

**Mode of Instruction:**

This course will be conducted via in-person lectures and is a 50-50 lecture and project-based HR Capstone course. The course teachings will draw upon real-world examples highlighted by text with shared insights from students, industry experts, instructor-led facilitation, and active individual/group participation.

**Course textbook**

Schwind, H.F., Uggerslev, K., Wagar, T., and Fassina, N. *Canadian Human Resources Management, A Strategic Approach, 13<sup>th</sup> Ed. McGraw Hill, 2022*

Students may purchase the text through the UWO Bookstore (\$169.95) or e-text from the publisher (180-day access for \$69.00) copied below:

[Canadian Human Resource Management](#)

**Evaluation:**

- Class contribution: 10%
- Exam 1: 20%
- Exam 2: 20%
- (Group) Final Project Paper: 25%
- (Group) Presentation: 25%

**NOTE: Students must earn a passing mark on both exams to pass the course. If you receive a failing mark on both exams and a passing mark on the group project, you will not pass the course.**

Class Contribution – Ongoing throughout the course – 10%. This course only works if you commit to consistent attendance and participation as you would in any professional workplace environment. Your success and that of your peers, as participants and seminar leaders, depends on you completing assigned readings and coming to class prepared to share your thoughts and opinions. While attendance is important, no marks are given for attendance alone. Participation marks are earned by actively engaging in class discussions.

Two Exams – 20% each – See schedule for due dates. Exams are in multiple choice/short answer format. Each exam will be scheduled for 2 hours and will be closed book examinations. Dictionaries not allowed. You must pass the exams to pass the course. **Academic consideration for absence based on self-attestation will not be accepted for an absence on the day of Exam #1 (See schedule with dates below).**

Final Project Paper – 25% - See schedule for due dates. Students will be asked to work in groups of 3-4 and partner with an organization of their choosing with support from the instructor. Groups will examine the challenges facing this organization from an HR perspective, taking on

the role of an “HR Consulting” group making a formal analysis and recommendation to their clients. Groups will work with their partnered organization to:

- Learn about the organization and industry, ask questions about the HR policies and practices.
- Conduct a needs analysis.
- Diagnose the organizational issues related to HR (Are there recruitment challenges based on the industry? Training improvements? Employment relations challenges? Etc.)
- Recommendations for implementation of the groups proposal.

Groups will submit a formal report (20-25 pages – details to be found on OWL and discussed class) to discuss their findings and analysis.

Presentation – 25% - See schedule for due dates, your groups presentation date will be assigned in class. Groups will be asked to prepare a 25 to 30-minute presentation detailing your findings from your project and highlighting your recommendations. You will be presenting to the instructor as if they are your client and you have performed an analysis and are making a formal recommendation.

More project details and outlines will be shared in class and via OWL.

**Schedule of Classes, Readings, Assessments:*****\*Subject to changes or updates, please check OWL for updates.***

<b>Date</b>	<b>Readings</b>	<b>Topic/Assignments</b>
January 5 <sup>th</sup>	Chapter 1	Course Introduction  Project details and explanation  Set up groups
January 12 <sup>th</sup>	Chapter 2/4	Job analysis and design/legal requirements and managing diversity.
January 19 <sup>th</sup>	Chapter 5/6	Recruitment and Selection
January 26 <sup>th</sup>	Chapter 7	Onboarding, Training and Development, and Career Planning
February 2 <sup>nd</sup>	Exam 1	Exam topics: Chapter 1, 2, 4, 5, 6
February 9 <sup>th</sup>	Chapter 8	Performance Management  In class interviews – For group project
February 16 <sup>th</sup>	Reading Week	No class
February 23 <sup>rd</sup>	Chapter 9/10	Compensation Management/Employee Benefits
March 2 <sup>nd</sup>	Chapter 11	Managing Employee Relations
March 9 <sup>th</sup>	Exam 2	Chapters 7, 8, 9, 10, 11
March 16 <sup>th</sup>	Project Presentation Preparation	
March 23 <sup>rd</sup>	Group presentations – will schedule order in class	
March 30 <sup>th</sup>	Final group paper due on OWL	

***\*Watch OWL Announcements and Resources for other readings or homework assigned.***

# KING'S UNIVERSITY COLLEGE

## GENERAL COURSE POLICIES

### 2025-2026

#### **1. Academic Accommodations, Consideration for Absences**

##### **Academic Accommodation (Accessibility)**

Accessibility Services works to ensure that academic programs are accessible to all students, and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

##### **Academic Consideration for Student Absence**

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration. Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at [https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses\\_enrollment/exams\\_and\\_tests/SMC-Feb-2025.pdf](https://www.kings.uwo.ca/kings/assets/File/currentStudents/courses_enrollment/exams_and_tests/SMC-Feb-2025.pdf).

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

For further information, please see:

[https://uwo.ca/univsec/pdf/academic\\_policies/appeals/academic\\_consideration\\_Sep24.pdf](https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf)

##### **Absences from Final Examinations**

If you miss the Final Exam, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup Final Exam).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details (under [Special Examinations](#)).

## **Religious Accommodation**

Students should consult the University's list of recognized religious holidays, and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

## **2. Support Services**

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454

MentalHealth@Western provides a complete list of options about how to obtain help:

[https://www.uwo.ca/health/mental\\_wellbeing/](https://www.uwo.ca/health/mental_wellbeing/)

Academic Support Services at King’s University College:

<https://www.kings.uwo.ca/current-students/academic-resources/>

### **GBSV Support:**

King’s is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at:

<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing [Care@kings.uwo.ca](mailto:Care@kings.uwo.ca) or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

See also [https://www.uwo.ca/health/student\\_support/survivor\\_support/get-help.html](https://www.uwo.ca/health/student_support/survivor_support/get-help.html)

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

### 3. Statement on Use of Electronic Devices

**Use of Electronic Devices:** Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

**Use of Laptops, Tablets, and Smartphones in the Classroom:** King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

### 4. Statement on Academic Offences

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at

[http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf)

It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools, including generative AI (ChatGPT, translation tools, grammar-checking tools) are permitted in the course. Because a tool is permitted in one course, that does not mean it is permitted in other courses.

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; see <https://elearningtoolkit.uwo.ca/tools/Originality Reports - TurnItIn.html>.

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.

### **5. Copyright of Course Material**

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright in their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

### **6. Use of Recordings**

Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation and/or the participant has the prior written permission of the instructor. Unauthorized recording and/or sharing of class content is subject to academic discipline.

### **7. Policy on Attendance**

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.