HROB*4000 Leadership and Organizational Management Capstone W2015

1.0 Credit

General Course Information

Instructor: Dr. Sean Lyons
Email: slyons01@uoguelph.ca
Office Location: MCLN 213 J.D. MacLachlan
Office Hours: by appointment.
Department/School: Department of Management

Class Schedule: Tues 11:30 - 2:20, MCKN 229

Pre-requisites: HROB*4100
Co-requisites: N/A

Course Description

This course examines the management of human resources from a strategic perspective, focusing on how organizations can achieve competitive advantage through their people. Students will be challenged to integrate their knowledge of organizational behaviour and the various human resource functions to develop strategic solutions to organizational issues.

Course Learning Outcomes

The objective of this course is to provide you with opportunities to develop the following competencies:

Knowledge and Understanding:

1) Understanding of multiple perspectives on organizational problems: structural, cultural, political and HR systems.

2) Understanding of the importance of a holistic and strategic approach to leadership and organizational management.

3) Knowledge of key concepts in meso- and macro- organizational behaviour/ organizational theory, including organizational structure and design, organizational culture, power and politics in organizations, the organizational lifecycle, organizational change, team dynamics and strategic HRM.

Discipline/Professional and Transferable Skills:

4) Critical analytical skills – applying a multi-frame approach to the diagnosis, analysis and solution of leadership and organizational problems

5) Implementation of an evidence-based approach to problem diagnosis and solution

6) Effective written and oral communication of ideas for a professional audience
7) Enquiry-based learning – you will be challenged to identify gaps in your own knowledge and to address those gaps by seeking appropriate and valid information from various sources.

**Attitudes and Values:**

8) Professionalism – interacting with peers, clients and supervisors in a professional and ethical manner.

### Indicative Content

This is a 1.0 credit course. It will therefore involve a workload that is typical of 2 standard .5 credit courses. You will be required to dedicate a significant amount of work effort OUTSIDE of class time.

### Course Assessment

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
<th>Description</th>
<th>Associated Learning Outcomes</th>
<th>Due Date/ Location</th>
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</thead>
<tbody>
<tr>
<td>Online Course Modules and Tests</td>
<td>40%</td>
<td>You will complete 9 online course modules, hosted in Courselink, and will read the assigned chapters in the required text. You will complete 2 tests comprised of multiple choice and short essay components that cover the online and textbook material.</td>
<td>1, 2, 3</td>
<td>Test 1: Test 2:</td>
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<tr>
<td>Weekly In-Class Activities</td>
<td>25%</td>
<td>Each week in class you will be given an activity to complete either individually, in pairs or in teams. Activities may include such things as case analyses, interactive discussions, and enquiry assignments in which you report your findings to the class. Details of the assignments will be provided in class each week. Activities will be graded out of 10 and your top 10 activity grades will be included in your final grade.</td>
<td>4, 5, 6, 7</td>
<td>Weekly, beginning in week 1</td>
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| Independent Study Project                     | 35%        | You will conduct an independent study project on a topic related to the leadership and management of people in organizations, subject to approval by the professor. You may work either individually, in pairs or in teams, as appropriate, given the scope and effort required by your project. The scope and deliverables of the project will be determined in consultation with the professor, who will ensure that all projects are of similar rigor and depth. Projects may include, but are not restricted to:  
  
  - Working with an organization to | 1-8, varies by project | April 2 |
address an HR/Management issue;
- Critiquing popular management books and “myth-busting” based on research evidence
- Completing a critical literature review on a topic of interest
- Developing “best practice” guides for employers based on review of research evidence
- Interviewing HR professionals about their careers and jobs and reporting your findings back to the class
- Any other project that is approved by the professor

As each project will have different time requirements and deliverables, you must have your project approved by the professor by week 3 of the course at the very latest.

All projects will include both a written component and a presentation to the class, to be determined in consultation with the professor.

Total 100%

Teaching and Learning Practices *(as appropriate)*

**Lectures**
This course involves very few in-class lectures. Class time will be used for discussions, demonstrations and meetings with the professor. Some pre-recorded lecture material (e.g., videos, narrated slideshows) will be made available on the CourseLink site.

**Seminars**
The instructor will work closely with your research team to coach you through the research process.

Course Resources

**Required Texts:**

**Other Resources:**
CourseLink site

Course Policies

**Grading Policies**

Unless you have discussed an extension well ahead of the due date, late penalties of 5%/earned grade/day (including weekends) will be assigned. Extensions will only be granted on the basis of extenuating circumstances.
Course Policy on Group Work:
This is a partially group-based course. A significant proportion of your grade will be based on your collaborations with group members. Groups will be rotated on a weekly basis so that you have the chance to work with every member of the class at some point.

Course Policy regarding use of electronic devices and recording of lectures
Electronic recording of classes is expressly forbidden without consent of the instructor. When recordings are permitted they are solely for the use of the authorized student and may not be reproduced, or transmitted to others, without the express written consent of the instructor.

University Policies

Academic Consideration
When you find yourself unable to meet an in-course requirement because of illness or compassionate reasons, please advise the course instructor in writing, with your name, id#, and e-mail contact. See the academic calendar for information on regulations and procedures for Academic Consideration:
http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac.shtml

Academic Misconduct
The University of Guelph is committed to upholding the highest standards of academic integrity and it is the responsibility of all members of the University community, faculty, staff, and students to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring.

University of Guelph students have the responsibility of abiding by the University’s policy on academic misconduct regardless of their location of study; faculty, staff and students have the responsibility of supporting an environment that discourages misconduct. Students need to remain aware that instructors have access to and the right to use electronic and other means of detection. Please note: Whether or not a student intended to commit academic misconduct is not relevant for a finding of guilt. Hurried or careless submission of assignments does not excuse students from responsibility for verifying the academic integrity of their work before submitting it. Students who are in any doubt as to whether an action on their part could be construed as an academic offence should consult with a faculty member or faculty advisor.

The Academic Misconduct Policy is detailed in the Undergraduate Calendar:
http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08...

Accessibility
The University of Guelph is committed to creating a barrier-free environment. Providing services for students is a shared responsibility among students, faculty and administrators. This relationship is based on respect of individual rights, the dignity of the individual and the University community’s shared commitment to an open and supportive learning environment. Students requiring service or accommodation, whether due to an identified, ongoing disability or a short-term disability should contact the Centre for Students with Disabilities (soon to be renamed Student Accessibility Service SAS) as soon as possible.

For more information, contact CSD at 519-824-4120 ext. 56208 or email csd@uoguelph.ca or see the website:
http://www.csd.uoguelph.ca/csd/

Course Evaluation Information
Please refer to the Course and Instructor Evaluation Website

Drop date
The last date to drop one-semester courses, without academic penalty, is Friday, March 6, 2015. For regulations and procedures for Dropping Courses, see the Academic Calendar:
http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08
## Schedule of Dates

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Content in Course Link</th>
<th>Book Chapters</th>
<th>Deliverables</th>
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</table>
| 1    | Jan. 5-9  | • Organizations and their Environments
• Organizational Design Considerations | 1,2           |                                                  |
| 2    | Jan. 12-16| • Dimensions of Organizational Structure
• Organizational Structure Options
• Organizational Decline & Restructuring | 3,4           | Submit initial proposal for independent study (Jan. 16) |
| 3    | Jan. 19-23| • Effective Teams                                          | 5             | Test 1: Jan 21-23
Submit revised proposal for independent study (Jan. 23) |
| 4    | Jan. 26-30| • The HR Frame                                             | 6, 7, 8       |                                                  |
| 5    | Feb. 2-6  | • Conflict Power & Politics                                | 9, 10, 11     |                                                  |
| 6    | Feb. 9-13 | • Organizational Culture                                   | 12, 13, 14    | Test 1: Feb 11-13                                |
|      | Feb. 16-20| **Spring Break**                                           |               |                                                  |
| 7    | Feb. 23-27| In class activities and independent study project work continues | 15, 16, 21    |                                                  |
| 8    | Mar. 2-6  |                                                             |               |                                                  |
| 9    | Mar. 9-13 |                                                             |               |                                                  |
| 10   | Mar. 16-20|                                                             |               |                                                  |
| 11   | Mar. 23-27|                                                             |               |                                                  |
| 12   | Mar. 30-Apr. 2|                                                         |               | Independent Study Project                      |