

**University of Waterloo**  
**Department of Psychology**  
**HRM 200**  
**Human Resources Management**  
**Winter 2022**  
**Tuesday, 6:30pm – 9:20pm - AL 116**

**Instructor and T.A. Information**

Instructor: William Peckham  
Office Hours: By Appointment  
Email: [wpeckham@uwaterloo.ca](mailto:wpeckham@uwaterloo.ca)

T.A.	Email	Last Names	Office Hours
Hanbin Go	<a href="mailto:hanbin.go@uwaterloo.ca">hanbin.go@uwaterloo.ca</a>	A to G	By Appointment
Amrit Kaler	<a href="mailto:a6kaler@uwaterloo.ca">a6kaler@uwaterloo.ca</a>	H to L	
Sarah Mendez	<a href="mailto:svmendez@uwaterloo.ca">svmendez@uwaterloo.ca</a>	M to S	
Brinda Patel	<a href="mailto:b63patel@uwaterloo.ca">b63patel@uwaterloo.ca</a>	T to Z	

**Course Description**

HRM 200 serves as an introduction to Human Resources Management (HRM) and its contributions to the workplace. Today’s organizations face a myriad of complex issues, such as globalization, demands for increased productivity, strategic planning and compliance with government legislation. In today’s world, “people” provide the competitive advantage and HR policies and practices have a significant impact on the bottom line and overall performance of an organization.

This course will examine HRM as a strategic partner and decision maker in the organization. Among other things, the course will look at the effective management of human capital, the importance of attracting and retaining employees, managing a diverse workforce, recognizing employee rights, and legislative requirements.

Whether or not you have an interest in Human Resources Management as a career, you will at some time in your working career likely be dealing with “people issues” ... either your own or somebody else’s. This course will provide you with useful information and helpful insights.

**Course Goals and Learning Outcomes**

What We Expect:

- If you invest the necessary time and effort to understand and internalize the course content, on completing the course you will have an increased understanding and appreciation of the Human Resources function, its role, concepts, principles and challenges.
- There will be demonstrated respect for the diversity of others. Students will exhibit proper decorum and behaviours towards fellow students.
- If you are experiencing difficulty with a lecturer, the material, the course, or your grades, please let a lecturer or TA know quickly via email.

### What You Can Expect:

- Build a foundation or base of knowledge about Human Resource Management and be able to apply the concepts both professionally and personally.
- Acquire an understanding of Human Resource issues facing organizations and line managers and develop insights on what it is like to work in the Human Resource profession.
- Identify ways of having management and employees work effectively together.
- Have the lecturer identify and share real life HR challenges and experiences.
- Identify potential career options within the Human Resource Management profession.

### Required Text

Revel for Human Resources Management in Canada, 14th Canadian Edition (ISBN: 9780134882741)

No standalone printed textbook will be available for this course. This digital first model gives you the opportunity to get better learning outcomes (research shows it!), finish classwork on-the-go, and get textbooks at an affordable price. A loose leaf print text is available for purchase after you've signed up for Revel, should you require one.

### Readings Available on LEARN

Content on the course LEARN page includes: this course outline, lecture slides, readings, articles, videos, announcements, and so forth. Please note, any questions posed on the HRM 200 course site that have already been addressed in class or with this syllabus will not be responded to online.

### Course Requirements and Assessment

Assessment	Date of Evaluation/Due Date	Weighting
Midterm Test 1 (Chapters 1 – 6)	Feb 1	25%
Case Application Assignment 1	Mar 7	20%
Midterm Test 2 (Chapters 7 – 10, 15)	Mar 8	25%
Case Application Assignment 2	Apr 4	20%
Revel Chapter Quizzes	See Course Schedule	10%
Total		100%

### Chapter Quizzes

The seventeen Chapter Quizzes are completed via Revel. Each quiz is worth approximately 0.59%. Please refer to the course schedule for Chapter Quiz deadlines.

### Course Schedule

Week	Date	Topics & Chapters	Due Date(s)
1	Jan 11	Introduction Chapter 1: The Strategic Role of HRM Chapter 2: The Changing Legal Emphasis	Chapter Quizzes 1 & 2: Monday, Jan 17, 2022 at 11:55 PM
2	Jan 18	Chapter 3: HRM & Technology Chapter 4: Designing & Analyzing Jobs	Chapter Quizzes 3 & 4: Monday, Jan 24, 2022 at 11:55 PM
3	Jan 25	Chapter 5: HR Planning Chapter 6: Recruitment	Chapter Quizzes 5 & 6: Monday, Jan 31, 2022 at 11:55 PM
4	Feb 1	Midterm Test 1 (Chapters 1 – 6)	N/A

Week	Date	Topics & Chapters	Due Date(s)
5	Feb 8	Chapter 7: Selection Chapter 8: Onboarding & Training Case Application Assignment 1 - Opens	Chapter Quizzes 7 & 8: Monday, Feb 14, 2022 at 11:55 PM
6	Feb 15	Chapter 9: Career & Management Development Chapter 10: Performance Management	Chapter Quizzes 9 & 10: Friday, Feb 18, 2022 at 11:55 PM
<b>7</b>	<b>Feb 22</b>	<b>READING WEEK (Feb 19 – 27)</b>	<b>N/A</b>
8	Mar 1	Chapter 15: Managing Employee Separations	Case Application Assignment 1: Monday, Mar 7, 2022 at 11:55 PM  Chapter Quiz 15: Monday, Mar 7, 2022 at 11:55 PM
9	Mar 8	Midterm Test 2 (Chapters 7 – 10, 15)	N/A
10	Mar 15	Chapter 11: Strategic Pay Plans Chapter 12: Pay-for-Performance & Financial Incentives Case Application Assignment 2 - Opens	Chapter Quizzes 11 & 12: Monday, Mar 21, 2022 at 11:55 PM
11	Mar 22	Chapter 13: Employee Benefits & Services Chapter 14: Occupational Health & Safety	Chapter Quizzes 13 & 14: Monday, Mar 28, 2022 at 11:55 PM
12	Mar 29	Chapter 16: Labour Relations Chapter 17: Managing Human Resources in a Global Business	Case Application Assignment 2: Monday, Apr 4, 2022 at 11:55 PM  Chapter Quizzes 16 & 17: Monday, Apr 4, 2022 at 11:55 PM

### **Remote online class sessions from January 5, 2022 until at least January 27, 2022**

The University of Waterloo announced that classes will be conducted online from January 5, 2022 until at least January 27, 2022. During this period, course content will be posted on Learn and students are expected to participate in Self-Directed Learning. During this period there will be no live lectures (in-person or online). Opportunities will be provided for students to connect with the Lecturer and/or TAs in the absence of live lectures.

### **Arrangements when in-person classes resume**

In-person classes will resume as soon as possible based on public health guidelines. As soon as we receive notification from the University of Waterloo that in-person classes can resume, we will post an announcement on LEARN notifying students when and how we will shift to the in-person format for this course. When in-person classes resume they will be held on the course's officially scheduled meeting days/times and in the assigned building and room. Please note that some adjustments to the dates of particular lecture topics and/or activities may need to be made in order to provide flexibility during the transition to the in-person format. If any such adjustments need to be made, then students will be notified as soon as possible.

## **Accommodations and arrangements when in-person classes resume**

### **Accommodation for students who are unable to attend in-person class due to self-isolation**

Lecture slides will be uploaded to LEARN following every in-person class meeting.

### **Alternate arrangements in case there is a short-term (e.g., one-week) cancellation of in-person classes, whether for the particular course or University-wide**

If after in-person classes resume there is a need for another short-term (e.g., 1-2 week) cancellation of in-person classes, then course content will be posted on Learn and students are expected to participate in Self-Directed Learning. There will be no live lectures (in-person or online). Opportunities will be provided for students to connect with the Lecturer and/or TAs in the absence of live lectures.

### **Alternate arrangements in case there is a longer-term cancellation of in-person classes, whether for the particular course or University-wide**

If after in-person classes resume there is a need for a longer-term cancellation of in-person classes, then course content will be posted on Learn and students are expected to participate in Self-Directed Learning. There will be no live lectures (in-person or online). Opportunities will be provided for students to connect with the Lecturer and/or TAs in the absence of live lectures.

## **Human Resources Management Plans at the University of Waterloo**

Students interested in employment in the field of Human Resources may wish to pursue the HRM Minor at Waterloo, as well as the Certified Human Resource Professional (CHRP) designation offered by the Canadian Council of Human Resources Associations (<https://www.hrpa.ca/hr-designations/coursework-requirement>). Courses in the HRM Academic Plans at Waterloo provide exemption from required courses for the CHRP designation.

Further information regarding course and average requirements for the various HRM plans, as well as program application information and procedures are available on the HRM website:

<https://uwaterloo.ca/psychology/human-resources-management->

## **Academic Integrity**

In order to maintain a culture of academic integrity, members of the University of Waterloo are expected to promote honesty, trust, fairness, respect and responsibility. Check the [Office of Academic Integrity webpage](#) for more information.

## **Discipline**

A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for their actions. Check [the Office of Academic Integrity](#) for more information. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (e.g., plagiarism, cheating) or about “rules” for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 – Student Discipline. For information on categories of offenses and types of penalties, students

should refer to [Policy 71 - Student Discipline](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

### **Concerns about a Course Policy or Decision**

**Informal Stage.** We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: reibach@uwaterloo.ca; Ph 519-888-4567 ext. 38790

### **Grievance**

A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read [Policy 70 - Student Petitions and Grievances](#), Section 4. When in doubt, please be certain to contact Richard Eibach, the Associate Chair for Undergraduate Affairs who will provide further assistance; reibach@uwaterloo.ca.

### **Appeals**

A decision made or penalty imposed under Policy 70 - Student Petitions and Grievances (other than a petition) or Policy 71 - Student Discipline may be appealed if there is a ground. A student who believes they have a ground for an appeal should refer to [Policy 72 - Student Appeals](#).

### **Note for Students with Disabilities**

The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (NH 1401), collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the AS office at the beginning of each academic term.

**Turnitin.com:** Text matching software (Turnitin®) may be used to screen assignments in this course. Turnitin® is used to verify that all materials and sources in assignments are documented. Students' submissions are stored on a U.S. server, therefore students must be given an alternative (e.g., scaffolded assignment or annotated bibliography), if they are concerned about their privacy and/or security. Students will be given due notice, in the first week of the term and/or at the time assignment details are provided, about arrangements and alternatives for the use of Turnitin in this course.

It is the responsibility of the student to notify the instructor if they, in the first week of term or at the time assignment details are provided, wish to submit alternate assignment.

### **Cross-listed Course (if applicable)**

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science rubric.

### **Accommodation for course requirements for Psychology courses.**

*Policies of the Psychology department pertaining to course requirements are available on the [department website](#).*

### **Mental Health Support**

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health support if they are needed.

### **On Campus**

***Due to COVID-19 and campus closures, services are available only online or by phone.***

- Counselling Services: [counselling.services@uwaterloo.ca](mailto:counselling.services@uwaterloo.ca) / 519-888-4567 ext. 32655
- **MATES**: one-to-one peer support program offered by the Waterloo Undergraduate Student Association (WUSA) and Counselling Services

### **Off campus, 24/7**

- **Good2Talk**: Free confidential help line for post-secondary students. Phone: 1-866-925-5454
- Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-4300 ext. 6880
- **Here 24/7**: Mental Health and Crisis Service Team. Phone: 1-844-437-3247
- **OK2BME**: set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo. Phone: 519-884-0000 extension 213

Full details can be found online on the Faculty of Arts [website](#)

Download [UWaterloo and regional mental health resources \(PDF\)](#)

Download the [WatSafe app](#) to your phone to quickly access mental health support information.

### **Territorial Acknowledgement**

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes ten kilometres on each side of the Grand River.

For more information about the purpose of territorial acknowledgements, please see the [CAUT Guide to Acknowledging Traditional Territory](#).

## **Academic freedom at the University of Waterloo**

[Policy 33, Ethical Behaviour](#) states, as one of its general principles (Section 1), “The University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998 (Article 6). The academic environment which fosters free debate may from time to time include the presentation or discussion of unpopular opinions or controversial material. Such material shall be dealt with as openly, respectfully and sensitively as possible.” This definition is repeated in Policies 70 and 71, and in the Memorandum of Agreement, Section 6