

HUMAN RESOURCES MANAGEMENT 200

(Basic H.R. Administration)

POLICIES & PROCEDURES MANUAL

Spring 1997

EXECUTIVE SUMMARY

Instructor:	Michael C. Williams	PAS 2083	x2119 (<i>messages only</i>)
Classes:	Mondays and Wednesdays	8:30 - 10:00	PAS 2083
Office Hours:	Mondays	10:00 - 12:00	PAS 2083
Text:	Stone, T.H., & Meltz, N.M. (1993). <u>Human Resource Management in Canada</u> (3rd ed.). Toronto, Ontario: Dryden Press.		
Evaluation:	Four (4) tests (a paper can be substituted for one; 25% each)		
Four Key Dates:	<u>Test 1: May 28th; Test 2: June 18th; Test 3: July 9th; Test 4: July 30th</u>		

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1.0 INTRODUCTIONS

This section provides a brief overview of HUMAN RESOURCES MANAGEMENT 200 and introduces you to some of the core facts that you need to know in order to make the transition into this organization. Please take a few minutes to read this section in order to get to know the course and key members of the organization.

1.1 WELCOME !!!

You are now a member of HRM 200, part of the University of Waterloo's Arts Applied Studies Program. Each of us comes from a different academic background and has a different reason for being here. Students who take HRM 200 primarily come from the faculties of Arts and Applied Health Sciences; however, you will also find representatives from Environmental Studies, Mathematics, and Sciences among yourselves. For some of you HRM 200 represents an interesting business elective, while others may be contemplating an eventual career in HRM. Whatever your reason for being here, I trust that you will find this course to be relevant to your goals and, with any luck -- interesting.

HRM 200 provides a survey of some of the major functional areas of human resource management. Some of the key issues to be discussed include human resource planning, recruitment, selection, training & development, performance appraisal, compensation and the context in which these functions are performed (e.g., employment legislation and labour relations). Details are contained on the attached course outline (see the Appendix).

Your role in HRM 200 is that of a member of an organization. As such, there are certain role expectations of which you need to be aware in order to perform to the best of your ability. In turn, there are expectations that you have for yourselves, HRM 200, and its representatives (e.g., your instructor). Upon assuming any new role, there is always a certain amount of uncertainty involved. This handbook has been designed in order to clarify your role and thus reduce your feelings of discomfort or strain; however, a certain amount of ambiguity is inevitable. So remember, your instructor is here to help you, as are other key team members at the University of Waterloo. If you have any questions, please ask!

1.2 ABOUT YOUR INSTRUCTOR

Michael C. Williams, is a doctoral candidate in Industrial/ Organizational psychology (BA, Western; MASC, Waterloo). Michael's areas of interest include employee recruitment & selection, organizational power, influence and impression management, work attitudes, and occupational stress. Before joining HRM 200, Michael worked in the private and public sectors in such areas as selection, executive assessment, survey research, program evaluation, and management training. Michael has also been associated with other University of Waterloo "HRM" courses including Organizational Psychology (PSYCH 338), Personnel Psychology (PSYCH 339 & 339T), as well as with courses offered through Part-time and Continuing Education. He provides training in HRM associated with two professional programs: Certificate in Human Resources Management (CHRM) and Certified Employee Benefits Specialist (CEBS). This uncanny likeness was drawn by the child of a former HRM 200 student.



artist's conception
(shown actual size as seen from
the back of this classroom)

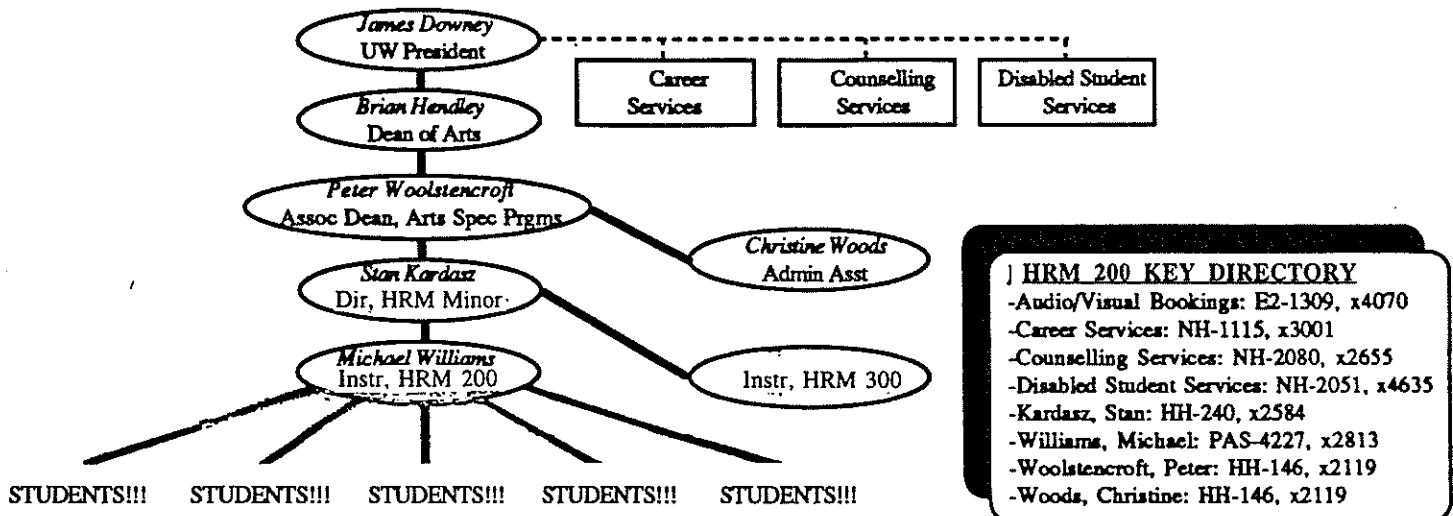
Michael's office hours will announced during the first class (and otherwise by appointment). Michael will generally be found on campus during office hours or on class days only; however, if this proves to be inconvenient for you he will be happy to speak with about setting set up a more convenient appointment.

Michael does not have a private phone line; however, you can leave a message with Christine Woods in Applied Arts Studies (x2119) and he will return your call as soon as possible, normally within one business day (if you call on the morning of a test it is very unlikely that a message will reach him in time...).

Most students NEVER visit their instructors or TA's during office hours. Don't assume that your instructor is busy with other students -- YOU are **ENTITLED** to those office hours. Drop by, we'll chat...

1.3 OTHER KEY ORGANIZATION MEMBERS

Your instructor has full responsibility for the course organization, content and student evaluations in HRM 200; therefore, if you have any concerns related to the conduct of the course you should discuss these with Michael during his office hours. Nevertheless, your instructor and teaching assistant are part of a larger University of Waterloo team. As such, Michael reports to the Director of the Human Resources Management Minor Program, Dr. Stanley Kardasz as well as to the Associate Dean (Arts Special Programs), Dr. Peter Woolstencroft. Those of you who are interested in Applied Arts programs should contact Dr. Woolstencroft's assistant, Christine Woods (HH 146, x2119) for more information. If you are specifically interested in the Human Resources Management Minor program you should contact Dr Kardasz (HH 240, x2584). Please keep in mind that you do not necessarily have to be in the faculty of Arts in order to pursue a Minor in Human Resources Management!



The University of Waterloo consists of a team of researchers, educators and other professionals who are here to enhance your academic experience. If you encounter difficulties of any kind your instructors will be happy to assist you to the best of their abilities; however, when difficulties arise that are outside the expertise of your instructors there are other avenues that you can pursue. Social service professionals can be found at *Counselling Services* (x2655), *Career Services* (x3001), and *Disabled Student Services* (x4635), all of which are conveniently located in Needles Hall. Your instructor will attempt to bring some of these services to your attention during HRM 200. Finally, don't forget about your coworkers when you consider important resources. Sitting right beside or behind you is someone who may be able to help you clarify concepts, locate resources, tell you about social functions or fill in missing details in your lecture notes.



Career Resource Centre

2.0 WORKING CONDITIONS

This section elaborates on the key conditions of your membership in HRM 200. Specifically, information is provided about the course text, lectures and the general role expectations for yourself and your instructor.

2.1 ABOUT THE TEXTBOOK

The textbook (Human Resource Management in Canada, 3rd ed.) is available in the regular campus bookstore (near the PSYCH section), and in the used bookstore. Your instructor considered several textbooks enroute to selecting Stone & Meltz for this course. This text was ultimately chosen because of it's use of Canadian examples (e.g., legislation), it's comprehensive coverage of key HRM areas that are of interest to students regardless of their career orientations, and because it comes with a series of recent videotapes that nicely illustrate some important concepts (two of these will be used during the term). You will find Stone & Meltz to be a thorough text and those of you who are interested in HRM as a career option may wish to keep this volume. Student reviews of this book have been mixed with some liking it and others noting that the authors often take the long route before making their points and make excessive use of illustrative examples. In my opinion, the text could have been nicely written in 1/3rd to 1/2 fewer pages. *You will do a lot of reading in HRM 200.*



"Here's that book you ordered.
'Personnel Management Made Easy'."

2.2 ABOUT THE CLASS SESSIONS

HRM 200 has traditionally been a large class in terms of enrollment (if not in actual attendance at every class meeting) and will involve the lecture method of teaching. Your instructor will begin each lecture by making any important class announcements and then lead into the course content. Some of the lectures will follow the text fairly closely, others will not; therefore, you should make an attempt to attend ALL the lectures. If your note taking skills are not good you should work on developing some abbreviations. Below you will find a few common examples used by your instructor. *You will do a lot of writing in HRM 200.*

(leading to, resulting in)



(person/people)



(behaviour)



(psychology)



The material presented in the lectures is based upon the research and writing of a large number of social scientists (including the text authors); however, this fact will not always be made explicit. **Unless otherwise stated, the lectures reflect HRM research and practice, not the instructor's personal opinions.**

Your instructor will NOT make the overheads available at the library as this practice merely encourages students to skip the class sessions. If you have missed some of the overheads and can not get the information from another student the instructor will be happy to give you access to the overheads during office hours or after the lectures.

A number of **films** will be presented during HRM 200, all are considered testable. The course owns two of these so students who miss these videos can ask the instructor to arrange private screenings at the Audio Visual Centre (E2 1309, x4070). Two films (How am I doing: The appraisal interview; and Final Offer) are on loan from WLU and may not be available for subsequent viewing in time for the test if you miss the class session...

Any new "job" is always associated with a certain amount of ambiguity. It is perfectly normal to have a certain amount of questions about the lecture material, your instructor's expectations or the wording of test questions.

- **If you have questions IN CLASS, please ask them during or after the class**
- **If you have questions BEFORE A TEST, please raise them during office hours**
- **If you have questions DURING A TEST, please raise your hand during the test**
- **If you have questions AFTER A TEST, please raise them during office hours**
- **If you ASK QUESTIONS your instructors and TA's can help you; otherwise...**

- Five sources (bare minimum) plus your text (at least two of your other sources must be HRM based)
- The basic format for listing references is the same one used for your text (see *Executive Summary*, p. 1)
- Avoid unnecessary "quotations". Usually you can paraphrase and cite the source (e.g., Williams, 1994)
- Your instructor and/or TA will be happy to help you identify some references for your paper
- Failure for plagiarism (a grade of ZERO on the paper) -- NO second chances -- NO exceptions

Some of you may be reluctant to write a paper, particularly if you have not written for the social sciences in the past. I will be happy to give you whatever reasonable assistance you need to help you to write a good paper.

If you plan to write a paper you must inform me of your intentions **BEFORE** the test in question and submit an outline (half a page is fine) in order to have a topic and **DUE DATE** approved. If you approach me **AFTER** missing a test you will only be given the option of writing a paper if you have a **PLAUSIBLE EXCUSE** for missing the test (see section 3.1b, p. 6). I am not inflexible here -- please come to see me if you have questions.

3.3 ACCOMMODATING OUR DIFFERENCES

The use of lectures and multiple choice items reflect the difficulties inherent in teaching and evaluating large classes. If you have difficulties with the lectures please bring your concerns to the attention of the instructor or ask for additional assistance during office hours. In regard to the tests, remember, you have the option of writing a paper in lieu of ONE of the tests (see section 3.2, p. 6). In addition, the tests all have short answer components in addition to the multiple choice items.

The testing environment itself can also influence test performance. Some of you may suffer from severe test-taking anxiety while others may have difficulty with the physical test-taking environment. If this is the case you should **contact Disabled Student Services immediately (x4635)**. You may be able to arrange to write the tests in an alternate location (NH 2051) or we can discuss some other form of reasonable accommodation.

3.4 APPEAL PROCEDURES

This handbook represents an honest attempt to outline the assumptions guiding HRM 200 and the conditions under which student performance is appraised. Nevertheless, you may feel that you have legitimate cause for an appeal. Everyone has a right to fair procedures in terms of the setting of test questions and the evaluation of student performance; however, the attainment of a degree, a job, or what the student considers an "acceptable" grade in HRM 200 are **NOT RIGHTS** -- they are **ACHIEVEMENTS** for which you must accept responsibility.

Final grades will NOT be upgraded simply because a student "needs" a better grade -- we **ALL** need better grades. Similarly, having a heavy course-load or getting somewhat better grades in your other courses are NOT legitimate reasons for having a grade raised. If you have a legitimate reason for believing that you have **EARNED** a better grade **IN** HRM 200, please discuss the matter with your instructor privately.

PEANUTS/by Charles Schulz



Please bear in mind that your instructor must be fair to **ALL** the members of HRM 200 and that generally means not making **UNFAIR** exceptions to course policies and procedures for any particular individual. If you remain dissatisfied after discussions with your lecturer you must complete a *Request for a Formal Review* (see *Appeal Procedures* and *Petition Procedures* in the 1996-97 UW academic calendar for details).

Appendix: HRM 200 Timetable

WEEK	DATES		COURSE TOPICS	CHAPTERS
ONE	Mon	5 May	New Student Orientation	
	Wed	7 May	Human Resource Functions	1
TWO	Mon	12 May	The Human Asset (<i>HRPAO guest speaker: Nancy Marling - rescheduled</i>)	2
	Wed	14 May	Human Rights Issues / Legislation	3
THREE	Mon	19 May	HOLIDAY !!!	
	Wed	21 May	Human Rights / Legislation (<i>Film: An Even Break; 23min</i>)	3
FOUR	Mon	26 May	Human Resource Planning	4
	Wed	28 May	T E S T # 1 (25%)	1, 2, 3 & 4
FIVE	Wed	2 June	Job Analysis	5
	Wed	4 June	Recruitment of Employees	6
SIX	Mon	9 June	Employee Selection (theory and measurement principles)	7
	Wed	11 June	Employee Selection (applications and instruments)	7
SEVEN	Mon	16 June	Employee Selection (the employment interview)	7
	Wed	18 June	T E S T # 2 (25%)	5, 6 & 7
EIGHT	Mon	23 June	Orientation/Socialization (<i>Film: Quad Graphics; 26min</i>)	8
	Wed	25 June	Training and Development	9
NINE	Mon	30 June	HOLIDAY !!!	
	Wed	2 July	Performance Appraisal	11
TEN	Mon	7 July	Performance Appraisal (<i>Film: How am I doing?; 30min</i>)	11
	Wed	9 July	T E S T # 3 (25%)	8, 9 & 11
ELEVEN	Mon	14 July	Compensation / Benefits	12 & 13
	Wed	16 July	Occupational Health & Safety (Work Stress)	14†
TWELVE	Mon	21 July	Labour Relations	15
	Wed	23 July	Labour Relations (<i>Film: Final Offer; 118 min; on loan from WLU</i>)	15
THIRTEEN	Mon	28 July	Labour Relations, Future Challenges in HRM (<i>course evaluations</i>)	15
	Wed	30 July	T E S T # 4 (25%)	12, 13, 15 & Stress lecture
	Mon	11 Aug	FINAL GRADES POSTED AT PAS 2083 (office hours from 10:00 - 12:00)	

THE BEGINNING OF A BRIEF BUT WORRY-FREE HOLIDAY (after exams...!!!!)

* This schedule is tentative and may be altered throughout the term. To receive any syllabus updates you MUST attend the lectures.
 † Chapter 14 is a suggested reading that will NOT be tested.