

HRM 200
Basic Human Resources Management
Spring 2002

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Office Hours: 6:30 - 7pm Tuesdays

Place: AL Room 113

Text: Human Resources Management in Canada (4th Edition)
Falkenberg, Stone & Meltz

Summer 2002
HRM 200 Paper Assignment Topics

1. Assess the pros and cons of internal and external staff recruitment
2. Assess the benefits to a company of corporate learning and development programs e.g. staff scholarship, educational assistance and educational reimbursement programs.
3. Design a three day introduction to leadership workshop. Include objectives, expectations and measures.
4. Many companies are turning to 360 feedback tools for management development and assessment. Identify the strengths of such initiatives and potential pitfalls that should be avoided.
5. Increasingly many companies in an effort to improve their productivity are looking beyond process and systems improvement and turning to assessing and enhancing their corporate cultures. Discuss what a culture would look like that would enhance productivity. Identify potential benefits of such cultures and what HR can do to help foster such an environment.
6. Design a one or two day new employee orientation program.
7. How do companies assess the value of HR in helping meet their corporate business objectives.
8. How can HR partner with other company functional areas to help them meet both their current and future business objectives.
9. To assist in the development of leaders many companies are using coaches for senior staff. Identify and review best practices in corporate coaching. Include corporate expectations and measures.
10. Assess the importance of compensation, incentive and recognition programs to a company's productivity, recruitment and retention.
11. Most companies at least pay lip service to what they often refer to as a core value in 'people are our strength'. With the importance that staff play in the bottom line success of a company identify the components you would use in an employee retention program and what indicators you would use to measure the program's success.
12. Canadian companies often face difficulty in luring employees to more expensive cities such as Vancouver, Victoria or Toronto. Being mindful of corporate costs and personal taxation identify and assess options that address this issue.

13. Employers will get more bang for their recruiting dollars if their web site is attractive, easy to navigate and provides meaningful information. Identify 2 corporate web sites that appeal to you, why, what are their characteristics and if possible what would you change.

14. In recent years we have been inundated with articles and books on the ageing work force and its potential impact on future job opportunities. Develop a strategy which adapts to the ageing baby boomer work force.

15. With the technological advancements of the past decade more companies are providing staff with an option to work from home. This often creates difficulties between a manager/supervisor and their staff that work at a distance unless there are specific policies and guidelines in place for 'managing from a distance'. Reviewing literature on best practices identify the types of tasks best suited to working from home as well as the characteristics of the ideal candidate.

16. Work/life balance and the corporate promotion of wellness programs have been touted as one fix for stress in the work place. Identify what is currently being done by corporations in these regards and assess from a cost benefit perspective whether they are meeting their objectives.

17. Identify and describe competency based HR applications and their overall corporate uses and benefits.

18. If companies are to attract critical employees they need to explore new approaches to work, environment, compensation, benefits and communication. Design a recruitment strategy for a newly created business development department to be staffed with external recruits.

19. Respecting that people see and hear things differently, design a marketing strategy complete with measures to launch a new HR initiative.

20. Identify best practices in work force diversity programs and the cultural characteristics necessary for both their implementation and long term maintenance.

21. You are a HR consultant for a new call centre employing 500 staff in the KW area. Identify your legislated health and safety requirements and what you would do to establish and maintain a Health and Safety Committee.

22. Identify key differences between unionized offices and those that are non unionized and the impact of each on HR strategies.

23. What does it 'really' take to implement a successful corporate diversity program?

24. Design a program to help staff who have survived a significant corporate down sizing adjust to the changes the down sizing has brought about. Be sure to identify objectives, expectations, success indicators as well as course duration.

25. Identify and assess the dangers of using employee surveys to drive organizational change.

26. It has often been said that 'much can be learned from employees exiting an organization'. What specifically can be learned and how? How should the information be assessed and used?

27. A strategic performance management process helps: with staff development; to identify training and skills gaps and is an essential element in an organizations effort to meet its current and future business objectives. Compare and assess best practice performance management processes and identify cultural characteristics as well as other factors that must be present to support such a process.

28. Identify negative attitudes often exhibited towards employees with disabilities in the work place, how they may be manifested and how the attitudes can be overcome.

29. Succession planning is critical to the long term organizational success. Identify successful corporate succession planning initiatives, describe their characteristics, why they are successful and provide an assessment of why such initiatives often fail.

30. Research has shown that the typical job interview is only about 11% better at predicting job performance than using no selection measures at all. Identify what tools/techniques can be used to increase the probability of a successful hiring process.

31. Corporate cynicism has often been viewed as systemic in many organizations. Discuss and evaluate the impact of cynicism in the work place and identify what can be done to overcome it.

32. How can proactive HR planning overcome the negative impacts of corporate down sizing on employee moral? What indicators would measure success?

33. Most organizations promote teamwork as a core value when in fact their system of performance appraisal recognizes and promotes individual performance. What can an organization do to overcome this and systematically support a culture that fosters teamwork?

34. HR plays many roles in an organization. For example HR is often referred to as the corporate conscience, while to effectively support corporate business objectives it must form partnerships with other functional areas. What are the current key strategic roles of HR and how will they change in the future.

35. Providing examples of what constitutes sexual harassment in the work place identify actions, policies and programs that have proven effective in dealing with the problem.

36. Develop a recruitment campaign for three strata's of the population, under 25, 25-40 and 40+. Compare and contrast the three campaigns.

37. Violence in the workplace, at schools etc. was largely viewed as isolated incidents in the past. Recently however increasing reports of workplace violence have been capturing headlines. Develop a strategy complete with implementation plan to immunize against workplace violence.

38. 'Performance management is clearly an area where organizations could improve their use of internal systems. While 60% of employees understand the measures used to evaluate their performance and 57% say their performance is evaluated fairly, only 42% report that reviews are conducted regularly and in a timely manner. When conducted, just 39% of employees regard reviews as being helpful in improving performance. What may be the most telling statistic is that only 19% of those surveyed any direct relationship between pay and performance.' With this as background design a performance management process complete with implementation plan that addresses these issues/concerns raised in this recent Canadian survey.

39. Recently considerable media attention has been focused on the subject of business ethics. While the ENRON scandal in the United States dragged the subject into the limelight it has always been an issue simmering just below the surface. Provide examples of good business moral/ethical behaviours as well as examples of the downside. Identify what fosters each, the benefits of correct workplace conduct and what can be done to help ensure that ethical principles are not only in place but are an integrated part of an organizations culture.

40. The relevance/importance/impact of HR is communicated through most mediums. Create a portfolio that includes:

- 3 television programs (Venture, 60 Minutes, 20/20 or W5 must be 1 of the 3)
- 3 newspaper articles
- 2 magazine articles
- 2 comic strips
- 2 web sites
- 2 articles from different HR professional journals

Write a *brief* précis of each focusing on the HR message.

Provide an overview of how the articles etc. impacted your view of HR, did it change, why, how? What message are you taking away as a result of the exercise?

Include in your portfolio copies of the articles used. Ensure the dates and sources are evident. For the television programs include the names of the programs and dates viewed.

My Expectations:

- on completing the course you will have an increased understanding/appreciation for the HR function, its role, concepts, principles and challenges
- you should know more about yourself
- you will have been exposed to and should be able to use a few basic facilitation tools
- if you have concerns, questions, with me, the course or anything related let me know quickly either via e-mail or meet with me prior to or after class
- everyone will participate in class discussion/activities, while showing respect for the diversity of others
- we will respect time and attend every class (my notes and overheads will not be available at the library)
- you will own or have regular access to the text as you will be expected to read assigned chapters for class discussion and testing
- I anticipate having some fun, optimistically you will also.....

Your Expectations:

(of me, the course, of what you will learn etc.,)

Logistics:

- the course runs from May 7 to July 23
- classes are scheduled for each Tuesday evening and to run from 7 to 10pm
- break(s): (To be determined)

Rules:

(To be determined)

Assessing Student Performance:

- Your final mark will be a numerical grade based on two 1 ½ hour in class tests and a paper.
- You will receive a zero if caught cheating on a test or copying, using someone else's paper or plagiarizing (when using someone else's idea/concept provide appropriate recognition. It is ideas and concepts that are plagiarized and simply changing the order of words taken from a text, article etc. without providing a footnote still constitutes plagiarism).

	Date	% of Final Grade
Test # 1	June 16	25
Test # 2	July 23	25
Paper	July 9	50

Testing:

- You will be tested only once on each section of the course.
- Tests will cover text book readings, handouts, lecture notes as well as class discussion.

choices

- Tests will be a combination of multiple ~~guess~~, true/false and short answer questions.
- If you have special testing needs please let me know by May 28.
- There will be no make up or dropped tests.

Paper:

- Shall not exceed ten typed pages, font size of 12, double spaced not including cover page and pages for footnotes and bibliography.
- Topics must come from the attached list.
- Papers are due at the start of class July 9.