

UNIVERSITY OF WATERLOO

Waterloo, Ontario

HRM 300

Concepts and Issues in Human Resource Management

COURSE OUTLINE Winter 1998

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OFFICE HOURS

**Monday 6:30 - 7:00
or By Appointment**

OBJECTIVES OF THE COURSE

The purpose of this course is to help you develop the knowledge, skills and attitudes to more effectively manage people. Thus, this course is of importance to those with interests in the field of human resources as well as to managers in any of the other functional areas of business. For any enterprise to operate efficiently, it must have money, materials, supplies, equipment, ideas about the service or products to offer those who might use its outputs, and people (the "Human" resource) to run the organization. The effective management of people at work, the human resource management function, is the subject of this course. Since people make decisions concerning all other organizational resources--they operate machines, borrow money, come up with profit-making ideas--human resources management is of major importance to all organizations. In spite of its importance, however, the human resources function has been misunderstood, undermanaged, and mismanaged in many enterprises.

REQUIRED TEXT

- (1) Stone, T.H., and Meltz, Noah M., Human Resource Management in Canada (Third Edition), Dryden, 1993.
- (2) Case Package, obtained from Kinkos, University Plaza

EVALUATION

The final grade in the course will be determined from five sources of information:

1)	Class Participation	10%
2)	Group Assignment #1	20%
3)	Group Assignment #2	30%
4)	Group Presentation	10%
5)	Individual Paper	<u>30%</u>
		<u>100%</u>

CASE METHOD

The role of the professor is to stimulate and guide the discussion. This may involve the professor asking questions which probe the depth of a student's understanding of the issues, reviewing a theoretical concept which is difficult to understand and encouraging students to present different points of view on an issue. See the attachment: "The Case Method".

PARTICIPATION

The best classes are ones in which there is interaction among students and the professor, a sharing of ideas which leads to each person discovering for themselves the true meaning of conceptual ideas, realizing the subtleties and fine points of a case, and understanding the rationale for various options to handle the problems in a case. In order to create these classes, students must fulfil these expectations which will be used to determine your class participation mark:

- (1) **Attendance** - It is essential that you attend every class. If for some reason you cannot attend, let me know in advance so that your absence is explained. Absence to prepare for an exam or presentation in this or in any other course is not acceptable.
- (2) **Preparation** - This means reading the assigned material and fully preparing the case. You may be called upon to start or to contribute to the class on any day. If for some reason you have been unable to prepare adequately, let me know before the class. This will help you avoid embarrassment.
- (3) **Class Participation** - I expect you to effectively participate in the class through comments, questions, and analysis. Class participation provides you with an opportunity to develop skills in oral communication.
- (4) **Group Participation** - You will be expected to participate actively and contribute to your group. You will be provided with a peer evaluation form for your group during the last week of classes.

Note: What you are reading is a course outline. It is a guide to the topics and issues you will be covering. The material is not carved in stone, however, and there will be some degree of variation from what is contained here. If changes are made, they will be carried out with your interest in mind. Thus, topics of current interest may be introduced, or a video may be introduced which is not listed, etc. Keep in mind that changes will be clearly identified during the course.

ACADEMIC DISHONESTY

Please note that students involved in academic dishonesty may receive a zero grade on the course, and even a notation of academic dishonesty on their transcripts. In this course, academic dishonesty includes copying or use of unauthorized aids in cases or examinations; plagiarism; submission of work generated for another course without prior clearance by the instructor of this course; aiding and abetting another student's dishonesty; and giving false information for the purpose of gaining credit.

CLASS SCHEDULE

I. INTRODUCTION TO HUMAN RESOURCES MANAGEMENT

SESSION #1 January 5/98

Topic: Human Resource Management in Canada: A Time of Change and Challenge
Identifying and Responding to the Challenge

Reading Assignment: Stone & Meltz, Chapters 1 & 2

SESSION #2 January 12/98

Topic: The Challenges Confronting Human Resources Management
Case: Bradenton Public Utilities Commission
Case Question: What would you do as Ian Thomson?

Reading Assignment: Stone & Meltz, Chapters 1 & 2

Topic: The legal environment of Human Resources Management
Video: Discrimination in the Workplace
Exercises: 1) The "legal" application form
2) Legislative quiz
3) Discussion of current legislative issues

Reading Assignment: Stone & Meltz, Chapter 3, pages 112 - 119

SESSION #3 January 19/98

Topic: The Challenge of Human Rights
Case: Propmore Corporation
Case Question: What should Don Bradford do?

Reading Assignment: Stone & Meltz, Chapter 3, pages 96 - 108

Topics: Human Resources Policies + Employment Equity
Case: Dupont Canada
Case Question: As Bill Leet, what specific recommendations would you make?

Reading Assignment: Stone & Meltz, Chapter 3, pages 108 - 112

II. PLANNING AND STAFFING

SESSION #4 January 26/98

Topic: Human Resources Planning
Case: Genetronics, Inc. (A)
Case Questions: 1) What are David Schlesinger's problems?
2) What factors should be taken into account in trying to respond to his concerns?
3) What recommendations would you make to David Schlesinger?

Reading Assignment: Stone & Meltz, Chapter 4

Topic: Job Analysis and design
Case: The Norris Company: Just a Typical Day
Case Questions: 1) What is Chet Craig's job?
2) What is right and wrong about his job?
3) How will his job change over the next five years?
4) Develop performance objectives for Chet Craig.

Reading Assignment: Stone & Meltz, Chapter 5

SESSION #5 February 2/98

Topic: Recruitment and Selection
Case: To be distributed in class
"International Expansion at Mortex"

Reading Assignment: Stone & Meltz, Chapter 6
Stone & Meltz, Chapter 7

Topic: More Effective Interviews and Other Selection Techniques
Case: Burnaby Glass
Question: Who should be hired? Why?

Group Assignment #1 Due

III. EMPLOYEE DEVELOPMENT

SESSION #6 February 9/98

Topic: Orientation of the New Employee
Case: Fired: I Just Wasn't Their Kind of Person
Case Question: What recommendations would you make to improve their training programs?

Reading Assignment: Stone & Meltz, Chapter 8

Video: "Patagonia"

Reading Week - February 16 - 20

SESSION #7 February 23/97

Topic: Training and Development - Designing/Evaluating
Discussion: How Effective is Training & Development in Canada
Case: Canadian Products (A) and (B)
Case Questions: 1) What has gone wrong with the training program? Why?
2) How does the training program match the needs of Canadian Products?
3) What should Sharon Cliff do?

Reading Assignment: Stone & Meltz, Chapter 9

Topic: Performance Appraisal
Discussion: Pros and cons of 360 feedback
Case: "A Performance Appraisal"
Case Question: Evaluate the appraisal interview between Brady and David.
Exercise: Performance Appraisal Interview

Reading Assignment: Stone & Meltz, Chapter 11

IV. EMPLOYEE MAINTENANCE

SESSION #8 March 2/98

Topic: Employee Benefits/Pensions
Discussion: Current Trends/Issues in Employee Benefits
Exercise: Developing a benefit program to suit organizational needs
Reading Assignment: Stone & Meltz, Chapter 13
Video: "All in a Day's Work"

Topic: Compensation Management
Discussion: Compensation Issues of the '90s
Understanding & Designing Variable Pay
Reading Assignment: Stone & Meltz, Chapter 12, pages 538 - 553, and 564 - 608

SESSION #9 March 9/98

Topic: Job Evaluation
Exercise: Job evaluation exercise - in class
Reading Assignment: Stone & Meltz, Chapter 12, pages 554 - 565

Topic: Occupational Health & Safety
Case: Northern Copper Corporation
Case Question: Identify the factors that led up to and contributed to the series of accidents at Northern Copper.
Reading Assignment: Stone & Meltz, Chapter 14

SESSION #10 March 16/98

Topic: Labour Relations
Exercise: Negotiate a Collective Agreement - in class

Reading Assignment: Stone & Meltz, Chapter 15
Group Assignment #2 Due

SESSION #11 March 23/98

Topic: Quality of Working Life
Restructuring and Productivity Improvement
Reading Assignment: Stone & Meltz, Chapter 16
Case: Pacific Mines (to be handed out in class 10)
Case Questions: What are the major alternatives for Brian?
Video: Quad Graphics

SESSION #12 March 30/98

Group Presentations

SESSION #13 April 6/98

Topic: Future Challenges in Human Resources Management
Course summary

Video:
Individual paper due

HRM 300 - Concepts & Issues in Human Resource Management

“The Case Method”

"Tell me", I'll forget
"Show Me", I may remember
"Involve Me", I'll understand

The Socratic method of teaching. Teaching is not a one-way street, with the Instructor talking and the student listening, but rather a two-way exchange in which the student actively participates by questioning, searching and answering.

You can lead a person to a university but you can't make them think. What too often passes for learning is the repetition of facts by students during standardized exams. The case method, however, does not allow the student the luxury of memorizing a body of accepted wisdom. Rather, it forces the student to confront a set of facts that demands analysis; and these facts are not necessarily understood by the application of memorized truths.

The underlying philosophy of the case method is that people must be taught to think well in the presence of new of changing situations and arrive at reasoned courses of action. In this way the method emphasizes judgement as much as understanding, moreover, it attempts to develop skill of judgement as much as understanding, moreover, it attempts to develop skill of judgment which can be applied to situations in the real world. The case method confronts students with realistic human events, and then requires students to analyze, evaluate, and make recommendations about those events.

The Role of the Instructor

Just as there is no such thing as a typical case method teaching style, the responsibilities of an instructor using the case method can be summarized as follows:

1. Assign cases for discussion.
2. Act as a member of the group delegated, to provoke argumentative thinking.
3. Guide discussion through remarks and questions toward points of major importance.
4. Take a final position on the viewpoint discussed - if necessary

To accomplish this the Instructor may:

1. Ask further questions
2. Restate and reconstruct what has been said
3. Voice his/her own opinions and draw upon his/her knowledge of the facts

To open a discussion an instructor may ask such questions as:

1. Do you see a problem in this case? If so, what is it?
2. Would someone volunteer (brownie points) to give us a brief sketch of the facts in this case?
3. What is happening in this case?

Additionally the instructor may invite a student to play the part of one of the managers who has a central role in the case. Thus, the instructor might ask "What would you do if you were Jones?"

Discussion leaders frequently summarize or attempt to interpret a student's remark(s). It helps to confirm what a student actually meant, and it helps to insure that other students interpreted the remark(s) correctly. In a large number of cases, the student will want to qualify a remark once it has been interpreted by the instructor. This has the welcome consequence of encouraging the student to reflect upon the nature of the view(s) being expressed and the reasons for it.

An instructor may block a direct question from a student. What a student asks a specific question about the material, the instructor may decide that to answer the question would stifle the thinking of other students. Hence the instructor may reply by saying "What does the class think?" or "my opinion is 'x', but is that really the right opinion?" In short, turn the question into a catalyst rather than a retardant of ongoing discussion.

The following are sample questions asked by case-method instructors:

Where does this lead?	You said X. May I add Y?
Do others agree (disagree)?	Do you mean X?
Do you have more to say about Y?	Do you think this is true in all cases?
Is your point related to Mr. Smith's?	What does that have to do with the bigger question?

An instructor can do more than ask questions. He/she can identify unstated assumptions that one of the participants is making and hold them up to class for inspection. If a discussion is really dragging, the instructor can ask what's wrong about the process of the discussion itself. When a discussion is well underway, it is not unusual for an instructor to retire to an inconspicuous place and simply observe.

The Role of the Student

In the case method, the active cooperation of the student is essential. Most of the previous schooling habituates the student to the role of a receiver. In the case method, the previous schooling must be undone. The student must learn the habit of being active, of being a force in the teaching process. First, he/she must learn to synthesize material. Although, infrequently an instructor's summary of the main lines of the preceding discussion will help the student to integrate important aspects of the discussion, ordinarily the act of synthesis must be undertaken by the student. Equally important, the student must learn to separate irrelevant from relevant information. (Cases are frequently constructed intentionally, to contain both kinds.) The student must invest sufficient time in preparing a case to make the discussion productive. With other methods of teaching, a failure to prepare is problematic; with the case method, it is disastrous.

Most often, students benefit from preparing and discussing a case in small pre class groups (study groups). In such a group they often discover crucial items, explore different viewpoints; more over they gain experience in the presentation of ideas.

Discouragement is routine when students begin the case method. They jump to the conclusion that they are making no progress because they are accustomed to defining "progress" differently. After discussing a few cases, they recognize that all issues have not been resolved, and may be left with the sense of incompleteness. It is like hearing a piece of music with no resolving chord. Gradually, however, the student will experience a growing confidence in their ability to analyze complex material.

Shortcomings of the Case Method

The case method is not fool proof. Like any other method it is susceptible to the foibles, biases and failings of those who use it. At its worst it becomes a boring exposure to the prejudices of others.

Cases necessarily oversimplify business situations. Whereas a case can imitate reality by demanding decisions on the basis of incomplete facts (no real-world decision maker has all the facts), cases are at odds with reality in presenting a "static" rather than "dynamic" decision making context. A case presents a situation in which the action has already occurred, but every day situations unfold gradually, and every hour brings fresh information to the decision maker(s), hence the skills of knowing when to seek new information, and of knowing when the proper moment has arrived to make a decision, are not developed by the case method.

Essential to a good case discussion is adequate discussion time. A case done hurriedly is an unrewarding experience in which most of the analysis is either superficial or wrong. This leads to frustration and discouragement with the entire method. Although the case method is an excellent method for most students, a few students may benefit little, if at all. However, this is not a characteristic drawback of the case method per se, since every approach to teaching misses some students. Indeed, a special advantage of the case method is that it can bring an enthusiasm for learning, particularly for students who have been turned off by more traditional methods.

Summary

The case method, though not foolproof, offer clear rewards. Socrates' insight that knowledge cannot simply "be told" is reflected in the case method's emphasis on analysis, discussion, and decision making. Like any method, it is subject to the failing of its practitioners. Like any other method, it must be carefully adapted to the special territory it covers. Handled properly it can spark the search for skills and values of utmost import. It can, perhaps more effectively than any other method, demonstrate the need for intellectual solutions to practical problems.*

*Paraphrased from the introduction to "Case Studies in Business Ethics", Thomas Donaldson, Loyola University of Chicago, Prentice Hall, 1984

ASSIGNMENTS/GROUP PROJECTS

GROUP ASSIGNMENT #1:

PURPOSE

Group Assignment #1 is designed to have your group start the process of thinking strategically while managing the Human Resources function in an organization. Consider the following scenario:

Your organization, ABC Corporation, is a highly-automated manufacturing facility located in Cambridge, Ontario. It has been announced that: a) Because of increased business, a second shift of 60 production workers, plus 8 new engineers will be added in 1997; and b) because the company has roots in the Netherlands, and the European Community has a need for your product, a new state-of-the-art manufacturing facility employing 150 people, will be built near Amsterdam in 1998. You are the Director Human Resources for ABC. Before any actual recruiting takes place, you know it is necessary to analyze the overall environment for each situation.

NATURE OF THE TASK

In groups no larger than five, analyze all factors which must be considered from a Human Resources standpoint when planning for both the Cambridge situation as well as for the new Dutch plant.

Maximum Length: 12 typed, double-spaced pages (appendices may be attached)

Due Date: February 2, 1998

This assignment is worth 20% of the final grade.

GROUP ASSIGNMENT #2:

PURPOSE

Group Assignment #2 serves a variety of purposes. Foremost among these is that it allows you to apply the concepts discussed in the course, to an organization. It will develop and strengthen your skills in the areas of teamwork, analysis, organization and planning, and oral and written communication.

NATURE OF THE TASK

In groups no larger than five, describe and critically evaluate a human resources management activity used by an organization you are acquainted with. (*) Based on your analysis, suggest ways of improving the way the organization manages this activity. Your group is to submit a written report, and make a presentation to the class. You may choose any of the human resource activities described in the course outline. This assignment is worth 30% of the final grade, and the presentation is worth 10%.

Maximum Length: 12 typed, double-spaced pages (appendices may be attached)

Due Date: March 16, 1998

* The organization may be one for which you have worked or are working for (part-time, summers, etc.) or one which you have contacted which will allow you to interview HR personnel and allow analysis of an activity. Your presentation should not identify the actual firm...only present your findings, analysis and recommendations.

INDIVIDUAL PAPER:

Purpose:

As an individual project, you may pursue a topic of interest; one which reflects how programs, initiative, policies or strategies reflect upon the people of an organization - their morale, productivity, development, retention, etc. The paper will develop skills in the areas of planning, organization, analysis, report writing, and the written presentation and defense of one's ideas.

Nature of the Task:

Select a topic (possible topics are listed below), conduct adequate research into your topic (this may include interviews with individuals in organizations) and submit a report.

Due Date: April 6, 1998

Maximum Length: 15 typed pages, double-spaced (11 pt type minimum) Appendices may be attached.

Possible Topical Areas:

- | | |
|--|--------------------------------------|
| 1) Managing Absenteeism/Turnover | 10) Designing Effective Work Teams |
| 2) Substance abuse and it's affect in the workplace | 11) Mandatory & flexible retirement |
| 3) Productivity improvement | 12) Employee wellness programs |
| 4) Executive Development | 13) AIDS in the workplace |
| 5) Women in management | 14) Harassment in the workplace |
| 6) Flexible working hours | 15) Downsizing/restructuring efforts |
| 7) Retirement Planning | 16) 360 feedback systems |
| 8) Day care at work | 17) Family friendly workplaces |
| 9) Pay equity/Pay Equity Revisions and their effect on employers | |

CHARACTERISTICS OF EXCELLENT WORK (for both group work and individual paper)

Some of the characteristics common to these successful efforts are as follows:

- 1) An executive summary.
- 2) A table of contents.
- 3) An introductory paragraph which discusses the significance of your chosen topic to an organization.
- 4) Use of outside sources of information (e.g., journal articles, reference books, government documents, and interviews with other organizations.)
- 5) Thorough, practical, and creative recommendations for improving the present system. Details concerning recommendations (e.g., interview questions) may be put in the appendices.
- 6) Use of a style guide for footnotes, references, tables, headings and bibliography.
- 7) Draw your paper to a logical summary, include concluding statements.
- 8) How well you do on this and other assignments is directly related to how effectively you can organize and present your ideas. One of the best writing guides to enable you to improve your writing style is the Elements of Style by Strunk and White. It is short (80 pages), funny, and very useful.

For Presentation:

- 9) Use professional overheads for your presentation.
- 10) Practice your presentation. Practice it again.
- 11) Involve all group members in the presentation.
- 12) Be creative in the group presentation (i.e. - have a debate or role playing to illustrate on the issues).
- 13) Your presentation should be interesting and informative for the class.
- 14) Please arrange to meet me if you have any questions concerning the assignments.

Note: To assure a measure of equity, grade participation marks will be partially based on peer evaluations for group assignments. Peer evaluations will be submitted by each group after the second written report is submitted. Peer rating forms will be distributed in class.