



TOTAL CREDIT HOURS: 60 HOURS

PREREQUISITE(S): NONE

I. PHILOSOPHY/GOALS

The turbulent economic conditions in Canada today, changing employment legislation, work force composition, changing markets and increased global competitiveness, rapidly changing technologies and changing employee attitudes are challenging organizations to become more competitive. Doing so means becoming more innovative, proactive and changing operating policies and processes to find and retain productive workers. Students will become familiar with how organizations use Human Resources Management functions and activities to meet these challenges by planning, designing and implementing policies, procedures and practices to attract the necessary human resources in sufficient quantity and quality. Students will also learn effective techniques to recruit, select, train, develop, evaluate, compensate, manage and stimulate employee performance.

II. STUDENT PERFORMANCE OBJECTIVES (OUTCOMES)

Upon successful completion of this course, the students will be able to:

- Describe the field of human resource management.
- Discuss the role of human resource management in modern organizations.
- Explain the essential processes in human resource management.
- Understand why the "human" dimension in an organization is important.
- Understand the contemporary challenges facing human resource management.
- Define the provisions of the Canadian Human Rights Act.
- Explain how the Canadian Human Rights Commission operates.
- Cite at least five prohibited grounds of discrimination.
- Understand what is meant by sexual harassment.
- Describe pay equity.
- Compare and contrast systemic discrimination with overt discrimination.
- Explain the procedures an employer should follow to implement an Employment Equity Program.
- Discuss the Charter of Rights and Freedoms.
- Explain how to perform a job analysis.
- Explain the relationship of job analysis to other HRM functions.

- State the major steps in job analysis.
- Identify the methods for collecting job analysis information.
- Explain how to prepare job descriptions and job specifications.
- Identify the purposes and uses of job descriptions and job specifications.
- Explain the recruitment process.
- Describe the internal and external factors that affect recruitment practices.
- Identify the sources and methods of obtaining both internal and external job candidates.
- Discuss the main features in recruiting human resources.
- Define the selection process.
- Explain the purposes and importance of interviews.
- Define different types of interviewing techniques.
- Discuss common pitfalls in interviewing.
- Effectively interview job candidates.
- Define validity and reliability and demonstrate how they relate to the selection process.
- Discuss different types of psychological testing used in the selection process.
- Develop, evaluate, and administer at least four performance appraisal tools.
- List and discuss the pros and cons of graphic rating scales, the alternation ranking methods, the paired comparison method, the forced distribution method, the critical incident method, the essay method, the behaviourally anchored rating scale, management by objectives, and behavioural observation scales.
- Explain the problems to be avoided in appraising performance.
- Discuss the pros and cons of using different potential raters to appraise a person's performance.
- Hold an effective appraisal interview.
- Explain what motivation is.
- Develop an expectancy model diagram of motivation.
- Discuss the Maslow needs hierarchy.
- Compare and contrast the Maslow and the Herzberg motivation theories.
- Summarize what we know about "what people want."
- Explain how human resource management activities influence motivation.
- Describe the internal and external environmental influences on compensation.
- Describe the job evaluation process.
- Explain what is meant by compensable factors.
- Perform a job evaluation using the ranking method.
- Price jobs using job evaluation results and a wage curve.

- o Discuss the concept of pay equity.
- o Define quality of work life.
- o Explain how to set up a management by objectives program.
- o Discuss team-centred quality of work life programs.
- o Explain how to implement a quality circle program.
- o Discuss the pros and cons of flextime.
- o Explain the purposes and importance of employee rights and management rights.
- o Understand Canadian common law provisions regarding the employer-employee relationship.
- o Explain the meaning of just cause.
- o Discuss the concept of constructive dismissal.
- o Understand sexual harassment and organizational strategies for dealing with the subject.
- o Explain progressive discipline.

III. TOPICS TO BE COVERED

1. The Field of Human Resource Management.
2. The Legal Environment
3. Job Analysis.
4. Recruitment of Human Resources
5. The Selection Process.
6. Performance Appraisal.
7. Fundamentals of Motivation.
8. Compensation Management.
9. Quality of Work Life and Nonfinancial Motivation Techniques.
10. Employee Rights and management Rights.

IV. LEARNING ACTIVITIES/REQUIRED RESOURCES

1. The Field of Human Resource Management

Learning Activities:

- . Read Chapter 1 and become familiar with what human resource management is, the history of human resource management, current human resource management function, a systems view of the organization, contemporary challenges in human resource management, influences of the external environment, influences of the internal environment, and growing professionalism in human resource management.

Resources:

- . text Chapter 1, pages 1-40.

Resources:

- . text Chapter 2, pages 41-74.

3. Job AnalysisLearning Activities:

- . Read Chapter 4 and learn about the fundamentals of organizing, the nature of job analysis, steps in the job analysis process, methods of collecting job analysis information, writing job descriptions, job specifications, and job design.

Resources:

- . text Chapter 4, pages 108-143.

4. Recruitment of Human ResourcesLearning Activities:

- . Read Chapter 5 and study what is recruitment, factors affecting the recruitment of human resources, internal recruiting sources and methods, external recruiting sources and methods, and organizational choices - stages of the individual choice process.

Resources:

- . text Chapter 5, pages 144-172.

5. The Selection ProcessLearning Activities:

- . Read Chapter 6 and become familiar with the selection process, application forms, the selection interview, the validation process, testing for employee selection, major types of tests, and ethical and legal concerns and criticisms in psychological testing.

6. Performance Appraisal

Learning Activities:

- . Read Chapter 9 and learn about performance appraisal, developing a performance appraisal system, performance appraisal methods, implementing a performance appraisal system. and the appraisal interview.

Resources:

- . text Chapter 9, pages 281-316.

7. Fundamentals of Motivation

Learning Activities:

- . Read Chapter 11 and study motivation and human resource management, human needs and motivation, equitable rewards and human motivation, behaviour modification and positive reinforcement at work, and overview of motivation.

Resources:

- . text Chapter 11, pages 344-364.

8. Compensation management

Learning Activities:

- . Read Chapter 12 and review the basic aspects of compensation, internal environmental factors affecting compensation, external environmental factors affecting compensation, the role of money in work motivation, establishing pay rates, pricing managerial and professional jobs, and current issues in compensation management.

Resources:

- . text Chapter 12, pages 365-417.

9. Quality of Work Life and Nonfinancial Motivation Techniques

Learning Activities:

- . Read Chapter 15 and become familiar with management by objectives programs, quality circle programs, and alternative work arrangements.

Resources:  
10. Employee Rights and Management Rights

Learning Activities:

- . Read Chapter 16 and understand what employee and management rights are, Canadian common law protection, constructive dismissal, damages, wrongful resignation, sexual harassment, employee discipline, statutory notice of termination, and plant closures.

Resources:

- . text Chapter 16, pages 510-548.

V. REQUIRED STUDENT RESOURCES

Dessler, Gary, and Alvin Turner, Human Resource Management in Canada, Canadian Fifth Edition. Scarborough, Ontario. Prentice-Hall Canada Inc. 1991.

VI. METHOD OF EVALUATION

A+	90% - 100%	Consistently outstanding.
A	80% - 89%	Outstanding Achievement
B	70% - 79%	Consistently Above Average
C	60% - 69%	Satisfactory or acceptable achievement in all areas subject to assessment
R	below 60%	Repeat - objectives of this course have not been achieved and the course must be repeated.

Evaluation:

For the successful completion of the course, the following must be concluded:

10 tests @ 10% = 100%

There will be a test at the end of each chapter. Students should expect a test about once for every 6 class hours.

There will be no rewrites of individual tests.