

I. COURSE DESCRIPTION:

The turbulent economic conditions in Canada today, changing employment legislation, work force composition, changing markets, 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 plan, recruit, select, train, develop, evaluate, compensate and manage and stimulate employee performance.

II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

For evaluation purposes evaluation outcomes are approximately equal. Upon successful completion of this course, the student will demonstrate the ability to:

1. **Use the knowledge of the growing field of human resources management to ensure that the necessary functions of human resources are performed and to ensure the evolution of the structure within the company responds to a diverse workforce as well as to the legal, economic and social challenges.**

Potential Elements of the Performance:

- Define human resources management and describe its objectives.
- Discuss the human resources management responsibilities of all managers.
- Explain the role of the human resources department.
- Discuss the impact of organizational culture and climate on human resources management.
- Describe the external environmental factors affecting human resources management policies and practices, and explain their impact.
- Describe the new modes of organizing and managing that have emerged and explain the importance of employee commitment.
- Describe the evolution of HRM.
- Discuss the growing professionalism of HRM, and explain the importance of ethics and social responsibility.
- Describe the current role of HR departments.
- Explain the nature of strategic planning and discuss the role of the HR department as a strategic planner.

- Describe the importance of HR auditing and discuss the strategies and techniques used.
- Discuss the impact of effective HRM practices on employee performance and the bottom line.
- Differentiate between “equal pay for equal work” and “equal pay for work of equal value.”
- Describe the impact of the Charter of Rights and Freedoms on HRM.
- Discuss the grounds of discrimination prohibited under the Canadian human rights legislation and describe the requirement pertaining to reasonable accommodation.
- Discuss the types of behaviour that would constitute harassment and describe the employers’ responsibilities pertaining thereto.
- Explain how the human rights legislation is enforced.
- Describe the steps involved in implementing an employment equity program.
- Discuss the characteristics of successful diversity management initiatives.

2 Staff an organization by using proper analysis, planning, recruiting, and, selection.

Potential Elements of the Performance:

- Develop an organizational chart.
- Describe industrial engineering, behavioural, and human engineering considerations involved in job design.
- Explain the importance of job analysis information.
- Describe the basic methods of collecting job analysis information and explain the appropriate use of each.
- Analyze jobs.
- Develop job descriptions and job specifications.
- Explain the value of physical demands analysis and statistically derived job specifications.
- Discuss current trends in the nature of jobs and job descriptions.
- Explain the nature of HRP and discuss its importance.
- Describe the relationship between HRP and strategic planning and explain the importance of environmental scanning.
- Describe the various quantitative and qualitative techniques used to forecast human resources demand.
- Discuss the strategies used for forecast human resources supply.
- Describe the ways in which a supply of human resources can be handled.
- Explain how organizations deal with a shortage of human resources.

- Describe the HRP evaluation process.
- Define recruitment and describe its purpose.
- Explain the recruitment process.
- Describe the constraints on recruitment.
- Describe the role of job posting, human resources records, and skills inventories in promotion from within.
- Describe the methods used for external recruitment and explain the appropriate use of each.
- Discuss strategies for recruiting a more diverse work force.
- Explain the importance of application forms and design a legally compliant application form.
- Define selection and discuss its purpose and importance.
- Describe the constraints on the selection process.
- Define reliability and validity and explain their importance.
- Describe at least four types of testing used in selection and discuss the legal and ethical concerns related to medical examinations and drug testing.
- Describe the major types of selection interviews and the problems that can undermine their effectiveness.
- Design and conduct an effective interview.
- Explain the importance of reference checking, describe strategies to make such checking effective, and discuss the legal issues involved.
- Describe the supervisor's role in selection.
- Explain how firms evaluate the selection process.

3. **Develop effective human resources.**

Potential Elements of the Performance:

- Explain how to develop an orientation and socialization program.
- Describe the basic training process.
- Discuss two techniques used for assessing training needs.
- Explain the pros and cons of at least five training techniques.
- Describe how to evaluate the training effort.
- Discuss the factors that affect career choices.
- Explain how to make a new employee's first assignment more meaningful.
- Discuss how to manage promotions and transfers more effectively.
- Explain what management development is and why it is important.
- Describe on-the-job and off-the-job management-development techniques.
- Explain how to develop a learning organization.
- Discuss the five-step executive development process.

- Describe some common alternative work arrangements and list the pros and cons of each.
- Explain how quality circles and quality management programs should be set up and managed.
- Describe how effective team-based organizations can be created.
- Discuss the HR department's role in business process reengineering.
- Explain why it is important to effectively appraise performance.
- Describe eight performance appraisal methods and the pros and cons of each.
- Discuss the major problems inhibiting effective performance appraisals.
- Discuss 360-degree appraisal from multiple sources.
- Conduct a more effective appraisal interview.

4. **Develop a effective and efficient compensation program**

Potential Elements of the Performance:

- Discuss the four basic factors determining pay rates.
- Explain in detail each of the five basic steps in establishing pay rates.
- Discuss skill/competency-based pay.
- Present the pros and cons of job evaluation.
- Describe the five basic elements of compensation for managers
- Define pay equity and explain its importance today.
- List and describe each of the basic benefits that most employers might be expected to offer.
- Describe four government-sponsored benefits.
- Explain why the cost of insurance benefits is increasing and how employers can reduce these costs.
- Describe recent trends in retirement benefits.
- Discuss four types of employee services offered by many organizations.
- Explain how to set up a flexible benefit program.

III. TOPICS: Each chapter has approximate equal weighting in evaluation.

1. Human Resources Management: The Field and its Environment
2. The Evolving Role of HRM: From Staff Functions to Strategic Partner
3. The Changing Emphasis: From Legal Compliance to Valuing Diversity.
4. Designing and Analyzing Jobs
5. Human Resources Planning

6. Recruitment
7. Selection
8. Employee Orientation and Training
9. Career Development
10. Managing Quality and Productivity
11. Performance Appraisal
12. Establishing Pay Plans
13. Employee Benefits and Services

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

Human Resources Management –Canadian Eighth Edition, Gary Dessler, Nina D. Cole, and Virginia L. (Gini) Sutherland, Prentice Hall, 2002.

V. EVALUATION PROCESS/GRADING SYSTEM:

Three tests equally weighted

100%

Tests - Each test cover will cover approximately one third of the text material and is mutually exclusive. Tests are time limited to 50 minutes. Students can expect tests to be practical in nature (the application of textbook material) and multifaceted (there will be a variety of measurement devices used. Test material may include video supplements, handout material and library reserve readings. All tests are designed prior to the beginning of the semester and instruction is designed to reinforce material that is on the tests.

Quizzes and Assignments – In addition to the formal testing mentioned above, quizzes and assignments would reinforce each chapter. These quizzes and assignments would be 'self check' in nature to reinforce the concept that students are responsible for monitoring their progress and to provide direct and immediate informal performance appraisal.

Classroom preparation – Students should read and reflect on textbook material before coming to class. A tentative timetable is distributed with this outline in order to encourage planning your reading and study schedule.

Missed Tests – Students who miss a test or tests should be prepared to provide a written explanation of their absence. An alternative (different but comparable test) will be administered to students who have a reasonable explanation for their absence before the end of the semester. Students in most cases will only be allowed to rewrite one missed test during the semester. Permission to rewrite the test may be denied to students who do not provide a reasonable explanation for absence or who have demonstrated an unacceptable work effort.

Attendance – Students are required to attend class on a regular basis because this behaviour is consistent with the “real world”. Missed classes deprive others of your insight and perspective, and you are deprived of their insight and perspective. Modern business practices and learning principles support the concept of participation. Attendance is recorded daily as ‘P’ – present, ‘A’ – absent or ‘E’ – absent with a written explanation. To be excused students must provide an acceptable written and dated explanation of their absence – one note for each absence either before the absence (if it can reasonably be anticipated) or within a day or two upon returning. This note should be computer generated in a memo format. As a general guide, absences that are acceptable in the work world will be acceptable in the classroom. A verbal explanation is always appreciated but it is considered insufficient to change your absence record from an ‘A’ to an ‘E’. Chronic absenteeism may require further documentation (evidence). It is my intention to record attendance in every class. If for some reason I fail to distribute the attendance sheet it is in your best interest to remind me.

Behaviour – Student behaviour should respect the diversity and the dignity of others in the class.

The following semester grades will be assigned to students in postsecondary courses:

<u>Grade</u>	<u>Definition</u>	<u>Grade Point Equivalent</u>
A+	90 - 100%	4.00
A	80 - 89%	3.75
B	70 - 79%	3.00
C	60 - 69%	2.00
R (Repeat)	59% or below	0.00
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field placement or non-graded subject areas.	

U	Unsatisfactory achievement in field placement or non-graded subject areas.
X	A temporary grade. This is used in limited situations with extenuating circumstances giving a student additional time to complete the requirements for a course (see <i>Policies & Procedures Manual – Deferred Grades and Make-up</i>).
NR	Grade not reported to Registrar's office. This is used to facilitate transcript preparation when, for extenuating circumstances, it has not been possible for the faculty member to report grades.

VI. SPECIAL NOTES:

Special Needs:

If you are a student with special needs (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with your instructor and/or the Special Needs office. Visit Room E1204 or call Extension 493, 717, or 491 so that support services can be arranged for you.

Retention of course outlines:

It is the responsibility of the student to retain all course outlines for possible future use in acquiring advanced standing at other postsecondary institutions.

Plagiarism:

Students should refer to the definition of “academic dishonesty” in *Student Rights and Responsibilities*. Students who engage in “academic dishonesty” will receive an automatic failure for that submission and/or such other penalty, up to and including expulsion from the course/program, as may be decided by the professor/dean. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, it is the policy of the department to employ a documentation format for referencing source material.

Course outline amendments:

The Professor reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.

Substitute course information is available in the Registrar's office.

VII. PRIOR LEARNING ASSESSMENT:

Students who wish to apply for advanced credit in the course should consult the professor. Credit for prior learning will be given upon successful completion of a challenge exam or portfolio.

VIII. DIRECT CREDIT TRANSFERS:

Students who wish to apply for direct credit transfer (advanced standing) should obtain a direct credit transfer form from the Dean's secretary. Students will be required to provide a transcript and course outline related to the course in question.