

I. COURSE DESCRIPTION:

In this course, students will learn how proper recruitment/selection strategies, and training and development methods, maintain an organization's competitive advantage. The integral role of job design and analysis in affecting compensation management and performance appraisal decisions will be examined. Students will investigate a variety of employment and health and safety laws as they relate to managing a diverse workforce. In addition, the fundamental principles of the union-management framework will be explored.

II. LEARNING OUTCOMES AND ELEMENTS OF THE PERFORMANCE:

Upon successful completion of this course, the student will demonstrate the ability to:

1. Examine the role of strategic human resource management using professional development plans and organizational development strategies.

Potential Elements of the Performance:

- Examine the relationship between the human resources function and other functional areas within the organization.
- Identify opportunities for organizational cross functional initiatives.
- Identify strategies to promote the development of the human resources field.
- Examine ethical guidelines – i.e., Canadian Council of Human Resources Associations (CCHRA) Code of Ethics.
- Discuss the benefits of networking and participation in professional organizations.

2. Develop strategies for recruitment and selection

Potential Elements of the Performance:

- Discuss the recruitment and selection function of an organization and the benefits of a diverse work force.
- Identify recruitment methods and constraints on the recruitment process.
- Identify the steps in the selection of human resources.
- Examine the interview process.
- Create policy and procedure documents in a clear and an understandable manner, utilizing industry best practices.

3. Assess the role of training and development in an organization

Potential Elements of the Performance:

- Describe the impacts of training and development on an organization's long-term strategy.
- Explain different approaches to training needs analysis in designing training and development programs.
- Describe major learning principles associated with various training methods.
- Develop an evaluation procedure to assess the results of a training and development program.
- Describe the characteristics of a learning organization.

4. Make recommendations to align the performance management program with the organization's strategic goals and direction.

Potential Elements of the Performance:

- Identify appropriate personnel to be involved in performance management processes.
- Explain reliability and validity.
- Examine performance interview formats.
- Create and implement a plan to evaluate a performance management program.
- Discuss performance management processes and corresponding documentation.
- Identify strategies to improve individual employee communication including appropriate follow-up and related means of communication.
- Examine strategies used to communicate performance management processes to all organizational levels.
- Identify quantifiable and other job-related indicators that are relevant, reliable, and valid and accurately reflect the employee's range of responsibilities.

5. Examine compensation issues and their impacts.

Potential Elements of the Performance:

- Explain the objectives of effective compensation management and the consequences.
- Examine compensation and related legislation.
- Examine incentive systems and variable pay.
- Discuss benefits and services.
- Examine future trends in compensation management.

6. Describe health and safety issues in the workplace.

Potential Elements of the Performance:

- Describe Canadian laws relating to occupational health and safety.
 - Discuss traditional thinking with respect to occupational health and safety issues.
 - Identify responsibilities of the employer and the employee regarding health and safety issues.
 - Discuss the impact of employee stress on the workplace.
 - Identify the relationship between health and safety issues and human resource management.
7. Describe how unions affect an organization and the human resource function and discuss strategies to build union-management cooperation.

Potential Elements of the Performance:

- Identify conditions that indicate potential unionization.
- Describe the structure of Canadian unions.
- Identify the key steps in negotiating a union contract.
- List common techniques to resolve disputes and grievances.

III. TOPICS:

1. Chapter 1: The Strategic Role of Human Resources Management
2. Chapter 4: Human Resources Planning and Recruitment
2. Chapter 5: Selection
3. Chapter 6: Orientation and Training
4. Chapter 7: Performance Management
5. Chapter 8: Strategic Pay Plans
5. Chapter 9: Employee Benefits and Services
6. Chapter 10: Occupational Health and Safety
7. Chapter 12: Labour Relations

IV. REQUIRED RESOURCES/TEXTS/MATERIALS:

Management of Human Resources: The Essentials (4th Canadian edition)
Pearson; ISBN: 978013211490; Dessler, Chhinzer & Cole

V. EVALUATION PROCESS/GRADING SYSTEM:

Exam #1: Chapters 1, 4 & 5	34% of grade
Exam #2: Chapters 6, 7 & 8	33% of grade
Exam #3: Chapters 9, 10& 12	33% of grade
Total	100%

Exams: Students can expect exams to be practical in nature (the application of textbook material) and supplementary material.

Missed exams and assignments not submitted by due date will be assigned a grade of zero.

There will be no re-writes of missed Exams.

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%	3.00
B	70 - 79%	2.00
C	60 - 69%	1.00
D	50 – 59%	0.00
F (Fail)	49% and below	
CR (Credit)	Credit for diploma requirements has been awarded.	
S	Satisfactory achievement in field /clinical placement or non-graded subject area.	
U	Unsatisfactory achievement in field/clinical placement or non-graded subject area.	
X	A temporary grade limited to situations with extenuating circumstances giving a student additional time to complete the requirements for a course.	
NR	Grade not reported to Registrar's office.	
W	Student has withdrawn from the course without academic penalty.	

VI. SPECIAL NOTES:**Classroom Decorum:**

Students will respect the diversity and the dignity of those in the classroom. Student will respect the professor's right and duty to teach and students' right to learn without interference. Students who cause any interference with the objectives of the class will be asked to leave the classroom.

Cell Phones must be turned off during class time. If a student does not follow this policy they will be asked to leave the classroom.

It is the professor's intention to maintain proper classroom decorum at all times in order to provide the best possible learning and teaching environment.

Attendance:

Sault College is committed to student success. There is a direct correlation between academic performance and class attendance; therefore, for the benefit of all its constituents, all students are encouraged to attend all of their scheduled learning and evaluation sessions. This implies arriving on time and remaining for the duration of the scheduled session. ***It is the departmental policy that once the classroom door has been closed, the learning process has begun. Late arrivers will not be granted admission to the room.***

Students are expected to attend all scheduled classes. Attendance will be taken for each class on a sign in basis. In all cases, attendance of less than 80% of the scheduled classes is not acceptable.

Contact Information:

Email: john.cavaliere@saultcollege.ca

Phone: 759-2554 Ext# 2764

Office: E4610 (Office Hours by appointment)

COURSE OUTLINE ADDENDUM

1. Course Outline Amendments:
The faculty member reserves the right to change the information contained in this course outline depending on the needs of the learner and the availability of resources.
2. 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.
3. Prior Learning Assessment:
Students who wish to apply for advance credit transfer (advanced standing) should obtain an Application for Advance Credit from the program coordinator (or the course coordinator regarding a general education transfer request) or academic assistant. Students will be required to provide an unofficial transcript and course outline related to the course in question. Please refer to the Student Key Dates Calendar for the deadline date by which application must be made for advance standing.

Credit for prior learning will also be given upon successful completion of a challenge exam or portfolio. Student Services can provide information regarding the Prior Learning Assessment and Recognition policy or it can be viewed on the student portal.

Substitute course information is available in the Registrar's office.
4. Student Portal:
The Sault College portal allows you to view all your student information in one place. **mysaultcollege** gives you personalized access to online resources seven days a week from your home or school computer. Single log-in access allows you to see your personal and financial information timetable, grades, records of achievement, unofficial transcript, and outstanding obligations. In addition announcements, news, academic calendar of events, class cancellations, your learning management system (LMS), and much more is available. Go to <https://my.saultcollege.ca>.
5. Communication:
The College considers **Desire2Learn (D2L)** as the primary channel of communication for each course. Regularly checking this software platform is critical as it will keep you directly connected with faculty and current course information. Success in this course may be directly related to your willingness to take advantage of this Learning Management System (LMS) communication tool.

6. Accessibility Services:

If you are a student with a disability (e.g. physical limitations, visual impairments, hearing impairments, or learning disabilities), you are encouraged to discuss required accommodations with the Accessibility Services office. Call Ext. 2703 or email studentsupport@saultcollege.ca so that support services can be arranged for you.

7. Audio and Video Recording Devices in the Classroom:

Students who wish to use electronic devices in the classroom will seek permission of the faculty member before proceeding to record instruction. Students with disabilities who require audio or visual recording devices in the classroom as an accommodation will receive approval from their counsellor once the Audio and Video Recording Devices in the Classroom Policy has been reviewed by the student. Recorded classroom instruction will be used only for individual academic use and will not be used for any other purpose. Recordings may only be used for individual study of materials presented during class and may not be published or distributed. Intentional misuse of audio and video recordings or intentional misrepresentation when requesting the use of a device for recording shall constitute a violation of this policy and laws protecting intellectual property.

8. Academic Dishonesty:

Students should refer to the definition of “academic dishonesty” in the *Student Code of Conduct*. Students who engage in academic dishonesty will be issued a sanction under the Student Code of Conduct which could lead to and include expulsion from the course/program. In order to protect students from inadvertent plagiarism, to protect the copyright of the material referenced, and to credit the author of the material, students must use a documentation format for referencing source material.

9. Tuition Default:

Students who have defaulted on the payment of tuition) as of the first week of November (fall semester courses), first week of March (winter semester courses) or first week of June (summer semester courses) will be removed from placement and clinical activities due to liability issues. This may result in loss of mandatory hours or incomplete course work. Sault College will not be responsible for incomplete hours or outcomes that are not achieved or any other academic requirement not met as of the result of tuition default. Students are encouraged to communicate with Financial Services with regard to the status of their tuition prior to this deadline to ensure that their financial status does not interfere with academic progress.