

COURSE DESCRIPTION

SAULT COLLEGE OF APPLIED ARTS & TECHNOLOGY

SAULT STE. MARIE, ONTARIO

COURSE OUTLINE

Course Outline: Human Resources Management

Code No.: BUS217

Program: Business/Programmer

Semester: Fall 1997

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Author: Jack Boushear

Previous Outline Dated: June 12, 1996

NEW: \_\_\_\_\_ REVISION: X

APPROVED: *J. Fruchter* J FRUCHTER - Dean

*June 9/97* Date

TOTAL CREDITS: 4

PREREQUISITE(S): NONE

LENGTH OF COURSE: 4 HOURS/WEEK

TOTAL CREDIT HOURS: 60 HOURS

**I. COURSE DESCRIPTION:**

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. LEARNING OUTCOMES AND ELEMENTS OF PERFORMANCE:**

**A. Learning Outcomes:**

1. Use a 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 economic and social challenges.
2. Use an understanding of the laws of human relations to relate legally to others as either an employee or an employer.
3. Employ the techniques associated with job analysis, job design and job redesign to develop a strategic human resource plan.
4. Use the understanding of the techniques associated with recruitment and selection to hire others or be hired.
5. Use the techniques associated with orientation, socialization and training to assimilate new employees or be assimilated as a new employee.
6. Create a career plan/management development plan and to help others create a career plan.
7. Contribute to the design and development of performance appraisal instruments and to conduct performance appraisal initiatives.

**B. Learning Outcomes and Elements of Performance**

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

1. Use a 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 economic and social challenges.

*Potential elements of performance:*

- o List the objectives of human resource management departments.
- o Explain how human resource management is linked to an organization's overall strategy.
- o Describe the human resource responsibilities of all managers.
- o Identify the key activities of a human resource department
- o Discuss the challenge of global competition facing Canadian organizations.
- o Outline the challenge of productivity improvement that Canadian managers face today.
- o List the various demographic trends in Canada that affect human resource management.
- o Discuss the challenges posed by technology.
- o Outline some trends in Canadian society.
- o Outline the challenge of professionalism facing human resource managers.

*This learning outcome will constitute 20% of the course grade.  
(Possible weighting strategy)*

2. Use an understanding of the laws of human relations to relate legally to others as either an employee or an employer.

*Potential elements of performance:*

- o Explain the impact of government on human resources management.
- o Identify the jurisdictions of Canadian human rights legislation.
- o List the major provisions of the Canadian Human Rights Act.
- o Explain the effect of human rights legislation on the role of human resource specialists.
- o Define harassment and explain what is meant by the term sexual harassment.

- *Outline an Employment Equity Program.*

*This learning outcome will constitute 10% of the course grade.  
(Possible weighting strategy)*

3. Employ the techniques associated with job analysis, job design and job redesign to develop a strategic human resource plan.

*Potential elements of performance:*

- *Explain why human resource departments must have job analysis information.*
- *List the major methods of collecting job analysis information.*
- *Describe the content of a job description.*
- *List the various items that form part of a job specification.*
- *Identify the efficiency and behavioural considerations in job design.*
- *Discuss the different job redesign techniques.*
- *Explain the strategic importance of human resources planning.*
- *Identify factors that influence an organizations demand for human resources.*
- *List the major approaches to accounting for human resources.*

*This learning outcome will constitute 20% of the course grade.  
(Possible weighting strategy)*

4. Use the understanding of the techniques associated with recruitment and selection to hire others or be hired.

*Potential elements of performance:*

- *Explain the constraints under which the recruitment process occurs.*
- *Identify the appropriate recruitment methods for finding and attracting different types of recruits.*
- *Describe the major employment-related services provided by Canada Employment Centres.*
- *Develop an appropriate job application form.*
- *Discuss the strategic importance of recruiting.*
- *Describe the major measures used for evaluating the effectiveness of the recruitment function.*
- *Explain the dependency of the human resources department on the selection process.*
- *Describe the role of employment testing in the selection process.*

- List and explain each step in the selection process.
- Explain the importance of validity and reliability in employee selection.
- Outline the importance of a realistic job interview.
- Avoid the major pitfalls in conducting an employment interview.

*This learning outcome will constitute 20% of the course grade.*  
(Possible weighting strategy)

5. Use the techniques associated with orientation, socialization and training to assimilate new employees or be assimilated as a new employee.

*Potential elements of performance:*

- Describe the content and scope of a two tiered orientation program.
- Explain the impact of a new employee orientation program on turnover and learning.
- Identify the human resource department's and the supervisor's responsibilities in employee orientation.
- Explain different approaches to needs analysis in designing training and department programs.
- Describe the major learning principles associated with each training technique.
- Develop an evaluation procedure to assess the results of a training and development program.
- Discuss the dimensions of cross-cultural management training.

*This learning outcome will constitute 10% of the course grade.*  
(Possible weighting strategy)

6. Create a career plan/management development plan and to help others create a career plan.

*Potential elements of performance:*

- Define strategic human resources development
- List the components of developmental strategies.
- Describe different methods for developing managerial personnel.
- Advise someone about the major points in career planning.
- Describe how human resource departments encourage and assist career planning.
- Identify the major advantages of career planning.
- Explain the relationship between career planning and career development.
- List the major actions that aid career development.

*This learning outcome will constitute 10% of the course grade.  
(Possible weighting strategy)*

7. Contribute to the design and development of performance appraisal instruments and to conduct performance appraisal initiatives.

*Potential elements of performance:*

- o Identify the issues that influence selection of a performance appraisal system.
- o Explain the uses of a performance appraisal system.
- o Discuss rater biases in performance appraisal.
- o Describe commonly used appraisal methods.
- o Explain how the results of performance appraisal affect human resource management.

*This learning outcome will constitute 10% of the course grade.  
(Possible weighting strategy)*

### III. TOPICS TO BE COVERED

1. Strategic Importance of Human Resource Management.
2. Economic and Societal Challenges.
3. Government and Legal Challenges.
4. Job Analysis and Design.
5. Human Resource Planning.
6. Recruitment.
7. Selection.
8. Orientation and Training.
9. Management Development and Career Planning.
10. Performance Appraisal.

### IV. REQUIRED STUDENT RESOURCES:

Herman F. Schwind, Hari Das, William B Werther, Jr. and Keith Davis, CANADIAN HUMAN RESOURCE MANAGEMENT Fourth Edition. Toronto, Ontario. McGraw-Hill Ryerson Limited 1995.

### V. VALUATION PROCESS/GRADING SYSTEM: MAJOR ASSIGNMENTS AND TESTING

Test number one	30%	(Chapters 1, 2 and 3)
Test number two	30%	(Chapters 4, 5 and 6)
Test Number three	40%	(Chapters 7,8,9 and 10)

Student who are not able to write a test because of an illness or legitimate emergency must provide an acceptable **written explanation** to the instructor as soon after the test date as possible. Without an acceptable explanation, a grade of 0 will

be posted. With an acceptable explanation an alternative will be administered at the instructor's and student's convenience. Failure to write the alternative test will result in a grade of 0. Students will be allowed to attempt a comprehensive challenge test (Chapters 1 - 10) at the end of the semester in order to improve their grade up to one letter grade difference. Students will not be downgraded for attempting the comprehensive test. Only one comprehensive test will be administered, so students must not miss that test. Students will receive a minimum of one week notification (in class) before each test.

Tests will be returned to students during normal class time. Students not present when work is returned must pick up the material from the instructor's office within two weeks after distribution. Work not picked up will be discarded.

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.
CR		Credit exemption
X		A temporary grade, limited to situations with extenuating circumstances, giving a student additional time to complete course requirements.

Note: Students may be assigned an "R" grade early in the course for unsatisfactory performance.

WARNING: Academic dishonesty will result in a grade of zero (0) on the test for all parties.

**VI. SPECIAL NEEDS**

Students with special needs (e.g. physical limitations, visual impairments, hearing impairments, learning disabilities) are encouraged to discuss required accommodations confidentially with the teacher or a counsellor.

Your teacher reserves the right to modify the course as he deems necessary to meet the needs of the students.

