COURSE OUTLINE: HRM401 - EMPLOYEE RELATIONS

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Approved: Bob Chapman - Dean

Course Code: Title	HRM401: EMPLOYEE RELATIONS
Program Number: Name	2041: BUSINESS - H.R.
Department:	BUSINESS/ACCOUNTING PROGRAMS
Academic Year:	2025-2026
Course Description:	In this course, students will gain the essential skills and knowledge in employee relations. Students will explore the significance of employee relations, alignment to performance management, and in advancing organizational strategic goals. Topics covered include the process and administration of employee performance, the link between job design, awards and employee performance, coaching and counseling, and employee discipline and termination.
Total Credits:	3
Hours/Week:	3
Total Hours:	42
Prerequisites:	There are no pre-requisites for this course.
Corequisites:	There are no co-requisites for this course.
Vocational Learning Outcomes (VLO's) addressed in this course: **Please refer to program web page for a complete listing of program outcomes where applicable.**	**2041 - BUSINESS - H.R.** VLO 1 participate in the recruitment, selection, and retention of employees VLO 2 participate in performance management* processes VLO 3 participate in the planning, delivery, and evaluation of employee orientation, training, and development programs VLO 4 contribute to an organization's success through effective employee relations VLO 6 participate in organizational health and safety policies and practices VLO 8 implement organizational development* strategies aimed at promoting organizational effectiveness VLO 9 communicate human resources information accurately and credibly in oral, written, and graphic form VLO 10 plan and act on personal professional development plans to achieve ongoing competence in human resources professional practice VLO 11 identify the human resources component of a business plan
Essential Employability Skills (EES) addressed in this course:	EES 1 Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience. EES 2 Respond to written, spoken, or visual messages in a manner that ensures effective communication. EES 5 Use a variety of thinking skills to anticipate and solve problems. EES 8 Show respect for the diverse opinions, values, belief systems, and contributions of others.

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	EES 9 Interact with others in groups or teams that contribute to effective working relationships and the achievement of goals. EES 11 Take responsibility for ones own actions, decisions, and consequences.
Course Evaluation:	Passing Grade: 50%, A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.
Books and Required Resources:	Employment Law for Business and Human Resources Professionals by Kathryn J. Filsinger Publisher: Emond Publishing Edition: Revised Fourth Edition ISBN: 978-1-77255-596-7 Note: Students will have already purchased this book for HRM303. In addition to this resources, OER resources will be used.

Course Outcomes and Learning Objectives:

Course Outcome 1	Learning Objectives for Course Outcome 1
Discuss the significance of employee relations in the workplace.	1.1 Distinguish between employee relations and labour relations. 1.2 Identify the strategic importance of employee relations in a non-unionized work environment. 1.3 Discuss the typical skills and responsibilities of an HR professional in an employee relations role. 1.4 Explain the components of commonly used employee relations strategies in meeting the needs of employers and employees.
Course Outcome 2	**Learning Objectives for Course Outcome 2**
Examine the role of employee relations in the performance management process.	2.1 Discuss the importance of clear communication of policies and procedures between management and employees. 2.2 Analyze the essential elements of an effective performance management system. 2.3 Examine the relationship between performance management and employee engagement. 2.4 Examine the role of an employee relations professional in providing consultation to managers and employees regarding performance management and corrective action.
Course Outcome 3	**Learning Objectives for Course Outcome 3**
Examine the link between job design, employee rewards and performance.	3.1 Compare methods to acknowledge and foster employee loyalty and engagement. 3.2 Identify the various forms of employee recognition and performance-based rewards. 3.3 Discuss what motivates an employee - job satisfaction, accomplishment, appreciation. 3.4 Distinguish between the needs of different generations in a workplace.
Course Outcome 4	**Learning Objectives for Course Outcome 4**
Examine how coaching and counseling can help foster a	4.1 Compare the role of coaching and counseling in the workplace.

	healthy work environment.	4.2 Discuss the different types of counseling and the role of an Employee Assistance Program (EAP) in supporting positive employee relations. 4.3 Assess different methods of accommodation and workplace flexibility. 4.4 Compare different ways to obtain employee feedback.
	Course Outcome 5	**Learning Objectives for Course Outcome 5**
	Examine how to develop proactive approaches to manage conflict in the workplace.	5.1 Discuss the importance of effective communication before issues or problems arise. 5.2 Examine the role of workplace policies and procedures in setting clear expectations. 5.3 Examine the risk and consequences for failing to address employee misconduct or other unwelcome behaviour (violence & harassment). 5.4 Discuss the importance of having a clear complaint and investigation procedure.
	Course Outcome 6	**Learning Objectives for Course Outcome 6**
	Assess the different approaches to employee discipline and termination.	6.1 Examine the key components of disciplinary action - steps, how to document, escalation and follow-up, corrective vs. punitive approaches, and the risk of wrongful dismissal. 6.2 Assess how to prepare for a disciplinary discussion - manager, employee, HR 6.3 Discuss how to prepare for a termination meeting (before and after). 6.4 Examine the importance of documentation and record-keeping.

Evaluation Process and Grading System:	Evaluation Type	Evaluation Weight
	Create Employment Policies	15%
	Discussion Forum: Conflict in the Workplace	15%
	Group Project & Presentation: Terminating the Employment Relationship	25%
	Progressive Discipline Case Study	20%
	Reflective Paper: Either Performance-based Rewards or Workplace Accommodation	25%

Date:	December 19, 2025
Addendum:	Please refer to the course outline addendum on the Learning Management System for further information.