

Course Outline

Human Enterprise and Innovation
School of Business & Economics

BUSN 5060 - **3.00** - Academic

Human Resource Management

Rationale

Update requisites

Calendar Description

Students acquire the knowledge and skills required to effectively design and manage a human resource management system. Human resource management systems that are aligned with strategic objectives and capable of attracting, deploying, developing, and retaining human capital are key contributors to organizational competitiveness and success. Topics include the strategic role of human resource management; the legal environment; designing and analyzing jobs; planning and recruitment; selection; orientation and training; performance appraisal; compensation; employee benefits and services; occupational health and safety; effective employee relations; and labour relations, collective bargaining, and contract administration.

Credits/Hours

Course Has Variable Hours: No

Credits: 3.00

Lecture Hours: 3.00

Seminar Hours: 0

Lab Hours: 0

Other Hours: 0

Clarify:

Total Hours: 3.00

Delivery Methods: (Face to Face)

Impact on Courses/Programs/Departments: No change

Repeat Types: A - Once for credit (default)

Grading Methods: (G - Graduate Programs)

Educational Objectives/Outcomes

1. Explain the role and importance of human resource management and its contribution to achieving strategic and financial objectives.
2. Describe the impact of Canadian employment related legislation on human resource management.
3. Outline the purpose and process for conducting job analysis and description.
4. Explain the various approaches to human resource planning and recruitment.
5. Compare and contrast the various approaches to making a hiring decision.
6. Explain the processes of employee orientation and development.
7. Outline the performance management process.
8. Assess the various forms of direct compensation.
9. Assess the various forms of indirect compensation (benefits).
10. Explain the management of employee health and safety in the workplace.
11. Select the appropriate methods for managing dismissals, layoffs and retirements.

12. Evaluate the impact of labour-management relations in Canada on the practice of human resource management.

Prerequisites

Admission to GDBA or MBA or approval of degree committee

Co-Requisites

Recommended Requisites

Exclusion Requisites

BUSN 5061-Human Resource Management

GBUS 5140-Human Resource Management

Texts/Materials

Textbooks

1. **Required** Dessler, G; Munro, C; and Cole, N. *Management of Human Resources*, 3rd Canadian ed. Pearson Education Canada, 2011

Other

1. **Required** Caldwell, R. (2003). The Changing Roles of Personnel Managers: Old Ambiguities, New Uncertainties. *Journal of Management Studies*. Vol 40 (4). Pg. 983-100.

Beer, M. (1997). The transformation of the human resource function: Resolving the tension between a traditional administrative and a new strategic role. *Human Resource Management*. Vol 36 (1). Pg. 49-56.

Hargis, M.B., & Bradley, D.B. (2011). Strategic Human Resource Management in Small and Growing Firms: Aligning Valuable Resources. *Academy of Strategic Management Journal*. Vol 10(2).

Nussbaum, N. (2010). Gender identity and the workplace. *HR Professional*, 27(7), 18.

Greenwood, M. (2002). Ethics and HRM: A Review and Conceptual Analysis. *Journal of Business Ethics*. March. Vol 36(3). Pg. 261-278.

Shanty, A., Alfas, K., Truss, C., & Saone, E. (2013). The role of employee engagement in the relationship between job design and task performance, citizenship and deviant behaviours.

International Journal of Human Resource Management, 24(13), 2608–2627.

Blunt, A. (2009). Securing the future. *HR Professional*, 26(7), 11.

Suvankulov, F. (2013). Internet recruitment and job performance. *International Journal of Human Resource Management*, 24(11), 2237–2254.

Cable, D., Gino, F., & Staats, B. (2013). Reinventing employee onboarding. *MIT Sloan Management Review*, 54(3), 23–28.

Levy, P. & Williams, J. (2004). The Social Context of Performance Appraisal: A Review and Framework for the Future. *Journal of Management*. Vol. 30 (6). Pg. 881-905

Profession-wide Compensation Survey: a benchmarking opportunity for members (2013, June/July).

Student Evaluation

The Course grade is based on the following course evaluations.

Midterm (20.00%) Case presentation (15.00%) Case analysis (25.00%) Final exam (40.00%)

Students must pass the final exam with 50% or higher to pass the course.

Course Topics

1. Strategic Role of Human Resource Management

- Articulate the role and importance of human resources management (HRM)
- Explain the importance of strategic HRM and its impact on the bottom line
- Identify and discuss environmental issues on HRM
- Describe the historical underpinnings of HRM and how history shapes today's HRM practices
- Discuss professional advancements in HRM
- Identify and discuss HRM challenges in the 21st century

2. Legal Environment

- Explain the legal framework for employment law in Canada
- Explain employment standards legislation
- Describe the fundamental freedoms under the Charter of Rights and Freedoms
- Explain human rights legislation in Canada
- Discuss employer accountabilities under employment equity and pay equity legislation
- Discuss the impact of employment legislation on HRM
- Summarize best pathways for managing diversity

3. Designing and Analyzing Jobs

- Distinguish between different types of organizational structures
- Explain the key components of job design
- Articulate the purpose of job analysis
- Explain the process of conducting a job analysis
- Discuss the methods of collecting job analysis information
- Outline the steps in writing job descriptions and job specifications
- Explain the future of job descriptions

4. Human Resource Planning and Recruitment

- Articulate the strategic role of human resources planning
- Describe the approaches used to forecast future human resources demand
- Describe the approaches used to forecast supply of human resources to meet labour demands
- Select the most appropriate approaches for responding to imbalances in supply and demand of human resources
- Trace the recruitment process and explain why each step is important
- Describe the process for recruiting within an organization
- Determine which recruitment methods should be used based on the human resources plan (HRP)
- Plan your strategy for recruiting a diverse workforce

5. Selection of Human Resources

- Articulate the strategic role of selection in the hiring process
- Explain the process of prescreening applicants
- Describe how to conduct a selection interview
- Discuss the value of employment tests in the selection process
- Explain the approaches used to conduct background investigations and reference checks
- Describe how to make a hiring decision
- Explain the value of reliability and validity in the selection process

6. Orienting and Training Employees for High Performance

- Explain the individual and organizational relevance of orienting employees
- Describe best practices for orienting new staff and assessing the effectiveness of orientation programs
- Communicate the strategic relevance of training and development
- Describe how to conduct organizational, task, and person analyses (needs analysis)
- Discuss how to choose the most appropriate training method to match training objectives (instructional design)
- Explain the process for moving training plans into action and testing their validity (implementation and delivery of training)
- Identify best practices for moving classroom training into workplace practice (transfer of learning)
- Discuss the quantitative and qualitative approaches to assessing the effectiveness of a training program (evaluation and follow-up)
- Identify and describe special-purpose training programs

7. Performance Appraisal: The Key to Effective Performance Management

- Explain the strategic importance of managing performance
- Describe the three key steps in the performance appraisal process
- Define and explain performance expectations
- Discuss the process for appraising employees' performance
- Describe the qualities of effective feedback and the process for giving performance feedback
- Explain the legal and ethical issues associated with performance appraisals

8. Establishing a Strategic Compensation System

- Articulate the role of compensation as a strategic imperative
- Explain the basic considerations in determining pay rates
- Describe the steps in establishing pay rates and explain the purpose of each step
- Summarize the current trends in compensation
- Describe the pay system for managerial and professional jobs
- Identify and explain the types of incentive plans
- Explain the types of employee recognition programs

9. Employee Benefits and Services

- Articulate the strategic role of employee benefits
- Identify and explain legally required benefits
- Identify and explain voluntary company-sponsored benefits
- Discuss trends in employee services
- Critique flexible benefits programs
- Describe the benefits administration process

10. Occupational Health and Safety

- Explain the strategic importance of occupational health and safety
- Cite key facts about occupational health and safety legislation
- Outline approaches for handling and preventing workplace accidents
- Describe how to control workers' compensation costs
- Outline the value and ingredients of employee wellness programs
- Articulate and offer solutions to occupational health issues and challenges

11. The Foundation of Effective Employee Relations

- Articulate the strategic importance of effective employee relations
- Explain fair, ethical, and legal treatment
- Discuss the best approaches for managing dismissals
- Explain how to manage separations: layoffs and retirements

12. Labour Relations, Collective Bargaining and Contract Administration

- Summarize labour-management relations in Canada
- Explain Canada's labour laws, which regulate the working relationship between labour and management
- Explain the labour movement in Canada today
- Trace the steps in the labour relations process
- Explain the impact of unionization on HRM

Methods for Prior Learning Assessment and Recognition

Students can apply for PLAR but it cannot be used to meet the program residency requirement.

Last Action Taken

Implement by Graduate Studies Committee Chair Debbie (Proxy GSC Chair) Krebs

Current Date: 26-May-20