

# Human Resources Management

## **COURSE AUTHOR**

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## **COURSE INSTRUCTOR**

TBA

## **COURSE DESCRIPTION**

Welcome to the exciting world of managing people. I guarantee you that 80% of your problems at work will involve people. There are professional and time solutions to problems of financial projections and product launches ... and I will argue throughout the course that there are technical solutions to problems such as hiring the best people and giving them performance feedback which motivates productivity. Everyone who is a coach, a volunteer leader or a manager needs knowledge and skills in the art and science of managing people.

The study of Human Resources Management will help you handle these situations. Furthermore, if you plan to be a manager in an organization, then knowledge about what the department of human resources can do for you is very important.

Human resources management is not AN academic subject to be learned and forgotten, but is an important body of knowledge to be used throughout your life. This guide will help you master that subject.

## **REQUIRED TEXT**

Belcourt, M., Singh, P., Snell, S., Morris, S. & Bohlander, G., Managing Human Resources, Ninth Canadian Edition, ITP Nelson, Toronto, Canada, 2020, ISBN 0176798056.

## ***COURSE DURATION 12-14 Weeks***

It is expected that students will progress through approximately 1.5 units per week and spend about 3 hours per unit accessing the multimedia with interactive questions, working with self-help quizzes and participating in the discussion boards. Additional time will be required for the readings, midterm paper and final examination.

## ***COURSE CONTENTS***

Multimedia Lectures by Professor Monica Belcourt, York University

### **Unit One: The Challenge of Human Resources Management**

#### **Learning Objectives**

- Explain how human resource managers can help their organization gain a sustainable competitive advantage through the strategic utilization of people.
- Explain how good human resources practices can help a firm achieve its globalization, corporate social responsibility and sustainability goals.
- Describe how technology can improve how people perform and are managed.
- Understand how to achieve productivity and reduce costs.
- Discuss how firms can leverage employee differences to their strategic advantage and explain how educational and cultural changes in the workforce are affecting human resource management.
- Provide examples of the roles and competencies of today's human resources managers.

#### **Readings: Chapter 1**

### **Unit Two: Strategy and Human Resources Planning**

#### **Learning Objectives**

- Explain how human resources planning and a firm's mission, vision and values are linked to its strategy.
- Understand how an organization's competitive environment influences strategic planning.
- Understand why it is important for an organization to do an internal resource analysis.
- Explain the linkages between competitive strategies and HR.
- Understand what is required for a firm to successfully implement a strategy.
- Recognize the methods for assessing and measuring the effectiveness of strategy.

## **Readings: Chapters 2**

### **Unit Three: Equity and Diversity in Human Resources Management**

#### **Learning Objectives**

- Explain the reasons for employment equity legislation.
- Identify the legal framework, including the Charter and human rights legislation.
- Describe pay equity and strategies for implementing it.
- Discuss the Employment Equity Act with respect to its origins, its purpose and its continued enforcement and the implementation of employment equity in organizations.
- Discuss sexual harassment as an employment equity issue.
- Explain and give examples of diversity management.

## **Readings: Chapters 3**

### **Unit Four: Job Analysis and Work Design**

#### **Learning Objectives**

- Discuss the relationship between job requirements and the performance of HRM functions.
- Indicate the methods by which job analysis typically is completed. Identify and explain the various sections of job descriptions.
- Provide examples illustrating the various factors that must be taken into account in designing a job.
- Describe the different group techniques and types of work schedules used to maximize employee contributions.

## **Readings: Chapter 4**

## **Unit Five: Expanding the Talent Pool: Recruitment and Careers**

### **Learning Objectives**

- Describe how a firm's strategy affects its recruiting efforts.
- Outline the methods by which firms recruit internally.
- Outline the methods by which firms recruit externally.
- Explain the techniques organizations can use to improve their recruiting efforts.
- Explain how career management programs integrate the needs of individual employees and their organizations.

### **Readings: Chapter 5**

## **Unit Six: Employee Selection**

### **Learning Objectives:**

- Explain the objectives of the personnel selection process and why the information must be reliable and valid.
- Describe the tools used to screen applicants, the types of employment interviews and the post screening tools..
- Compare the value of different types of employment tests.
- Explain how organizations evaluate the information that they collect on a group of candidates, and the strategies that they use to select employees.

### **Readings: Chapter 6**

## **Unit Seven: Training and Development**

### **Learning Objectives**

- Discuss the scope of training and development, and its strategic aspects.
- Describe how a training-needs assessment should be done.
- Describe the factors that should be considered when designing a training program.
- Identify the types of training methods organizations use.

- Explain how the effectiveness of training programs is evaluated and describe some of the additional training programs offered by organizations.

**Readings: Chapter 7**

**Unit Eight: Appraising and Improving Performance**

**Learning Objectives**

- Explain what performance management is.
- Describe the different sources of management information
- Explain the various methods used for performance evaluation.
- Outline the characteristics of an effective performance evaluation meeting and feedback sessions with the goal of improving employee performance.

**Readings: Chapter 8**

**Unit Nine: Managing Compensation**

**Learning Objectives**

- Explain how to develop a strategic compensation system.
- Indicate the various factors that influence the setting of wages.
- Determine how to design pay systems
- Identify the major provisions of the laws and regulations affecting compensation.
- Discuss the current issues of equal pay for work of equal value and pay compression.

**Readings: Chapters 9**

**Unit Ten: Pay For Performance: Incentive Rewards**

## **Learning Objectives**

- Discuss the basic requirements for successful implementation of incentive programs.
- Identify the types of, and reasons for implementing, individual incentive plans, and under what conditions individual incentives are appropriate.
- Indicate the advantage of each of the principal methods used to compensate salespeople.
- Identify the key aspects of team and group pay for performance plans.
- Differentiate between profit-sharing plans and explain advantages and disadvantages of these programs.
- Describe the main types of ESOP plans and discuss their advantages to employers and employees.

## **Readings: Chapter 10**

### **Unit Eleven: Employee Benefits**

## **Learning Objectives**

- Describe key characteristics of managing employee benefits and the characteristics of programs that are cost effective..
- Identify and explain the employee benefits required by law.
- Describe benefits that involve payment for time not worked.
- Discuss the recent trends in retirement policies and programs and indicate the major factors involved in the management of pension plans.
- Describe the types of work/life benefits that employers may provide.

## **Readings: Chapter 11**

### **Unit Twelve: Safety and Health**

## **Learning Objectives**

- Summarize the common elements of federal and provincial occupational health and safety legislation.
- Describe the measures that management and employees can take to create a safe work environment.
- Identify the ways to control and eliminate health hazards.
- Describe the organizational services and programs for building better health.

## **Readings: Chapter 12**

### **Unit Thirteen: Employee Rights and Discipline**

#### **Learning Objectives**

- Explain the different regimes that govern the employment relationship and the rules that apply to employment contracts.
- Identify and explain the privacy rights of employees.
- Explain the process of establishing disciplinary policies.
- Differentiate between the two approaches to disciplinary action.
- Identify the different types of alternative dispute resolution procedures.

## **Readings: Chapter 13**

### **Unit Fourteen: The Dynamics of Labour Relations**

#### **Learning Objectives**

- Identify and explain the federal and provincial legislation that provide the framework for labour relations.
- Explain why employees join unions and describe the process by which unions organize employees and gain recognition as their bargaining agent.
- Discuss the bargaining process and the bargaining goals and strategies of a union and an employer.

- Differentiate the forms of bargaining power that a union and an employer may utilize to enforce their bargaining demands.
- Describe a typical union grievance procedure and explain the basis for arbitration awards.

#### **Readings: Chapter 14**

### **Unit Fifteen: International Human Resources Management**

#### **Learning Objectives**

- Explain the economic, political, and cultural factors in different countries that HR managers need to consider.
- Identify the types of organizational forms used for competing internationally.
- Explain how domestic and international HRM differ and discuss the recruitment, selection, training, compensation and performance appraisal needs for different types of employees working across borders.
- Explain how labour relations differ around the world.

#### **Readings: Chapter 15**

#### ***Learning Aids***

Interactive questions within the multimedia lecture streams. Self help quiz attached to each unit of the course.

#### ***Participation***

Discussion board moderated and graded by the instructor. Students are required to post at least 3 substantial submissions (400 words or more) during the course on assigned questions (topical and case study based) that demonstrate knowledge and skills congruent with the Learning Objectives. There will be instructor feedback on all submissions.

There will also be a General Discussion Board moderated by the instructor in which questions can be asked on any course topic.

#### ***Midterm Paper***

A midterm paper of approximately 1500 words to be submitted online approximately 6 weeks after the start of the course. Concepts and theories to be applied in the paper shall be from



Units 1 to 6. The instructor shall grade and comment on each paper, which shall be returned to the student.

### **Final Examination**

Proctored, opened book, online examination consisting of essay question(s). Any part of the entire course content may be examined. Government issued photo identification will be required to verify the student's identity.

### **Grade Weightings of Course Components**

Participation in Discussion Board: Weighting 10%

Midterm Paper: Weighting 35%

Final Examination: Weighting 55%: (It is required to pass the final examination with a grade of at least 65% in order to pass the course, regardless of grades earned in other components.)

**Passing Grade for the Course: 65%**