Human Resources Management

COURSE AUTHOR
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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

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
Identify how firms gain sustainable competitive advantage through people.

Explain how globalization is influencing human resources management.
Describe the impact of information technology on managing people.

Identify the importance of change management.

State HR's role in developing intellectual capital.

Differentiate how TQM and reengineering influence HR systems.

Discuss the impact of cost pressures on HR policies.

Discuss the primary demographic and employee concerns pertaining to HRM.

Provide examples of the roles and competencies of today's HR managers.

Modules

Why Study Human Resources Management

Competing, Recruiting and Staffing Globally

Embracing New Technology

Managing Change

Managing Talent or Human Capital

Responding to the Market

Containing Costs

Demographic and Employee Concerns

Partnership: Line Managers And HR

Readings: Chapter 1

Unit Two: Strategy and Human Resources Planning

Learning Objectives

Identify the advantages of integrating human resources planning and strategic planning.

Understand how an organization's competitive environment influences strategic planning.

Recognize the importance of internal resource analysis.
Describe the basic tools for human resources forecasting.

Explain the links between competitive strategies and HR

Understand the requirements of strategy implementation.

Recognize the methods for assessing and measuring the effectiveness of the strategy.

**Modules**

Strategic Planning and Human Resources

Environmental Analysis

Internal Analysis

Forecasting: A Critical Element of Planning

Strategy Implementation

Evaluation and Assessment

**Readings: Chapters 2**

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

**Learning Objectives**

Explain the reasons behind the passage of employment equity legislation.

Identify and describe the major laws affecting employment equity and explain how they are enforced

Describe pay equity and strategies for implementing it.

Discuss the Employment Equity Act in terms of its origins, its purpose, and its continued enforcement.

Describe how employment equity is implemented within organizations.

Discuss reverse discrimination, sexual harassment, and mandatory retirement as employment equity issues.

Explain and give examples of diversity management.

**Modules**

Employment Equity
The Legal Framework
Pay Equity
The Employment Equity Act
Implementation of Employment Equity within Organizations
Sexual Harassment
Managing Diversity

Readings: Chapters 3

Unit Four: Job Analysis, Employee Involvement and Flexible Work Schedules

Learning Objectives
Discuss the relationship between job requirements and the performance of HRM functions.

Describe 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.
Discuss the various job characteristics that motivate employees in performing their jobs.
Describe the different group techniques used to maximize employee contributions.
Differentiate and explain the different adjustments in work schedules.

Modules
What is a Job?
Job Analysis
Key Elements of a Job Description
Job Design
Job Characteristics
Designing Work for Group Contributions
Flexible Work Schedules

Readings: Chapter 4
Unit Five: Expanding the Talent Pool: Recruitment and Careers

Learning Objectives

Explain the advantages and disadvantages of external recruitment.

Describe the advantages and disadvantages of recruiting from within the organization.

Describe how job opportunities can be inventoried and employee potential assessed.

Explain how a career management program integrates individual and organizational needs.

Describe the conditions that make a career management program successful.

Explain why diverse recruitment and career development activities are important to companies.

Modules

Recruiting Talent Externally

Recruiting Talent Internally

Methods for Identifying Qualified Candidates

Matching Individual and Organizational Needs

Identifying Career Opportunities and Requirements

Developing a Diverse Talent Pool

Readings: Chapter 6

Unit Six: Employee Selection

Learning Objectives:

Explain the objectives of the personnel selection process.

Identify the various sources of information used for personnel selection.

Compare the value of different types of employment tests.

Illustrate the different approaches to conducting an employment interview.

Describe the various decision strategies for selection.

Modules
Matching People and Jobs
Sources of Information
Employment Tests
The Employment Interview
Reaching a Selection Decision

Readings: Chapter 6

Unit Seven: Training and Development

Learning Objectives
Discuss the systems approach to training. List some of the characteristics of an effective orientation program.
Describe the components of training needs assessment.
Identify the principles of learning and describe how they facilitate training.
Identify the types of training methods used for managers and nonmanagers.
Discuss the advantages and disadvantages of various evaluation criteria.
Describe the special training programs that are currently popular.

Modules
The Scope of Training
Conducting the Needs Assessment
Principles of Learning
Training Methods for Non-Managerial Employees
Evaluating the Training Program
Special Training and Development Topics

Readings: Chapter 7

Unit Eight: Appraising and Improving Performance
Learning Objectives

Explain the purposes of performance appraisals and the reasons they fail.
Identify the characteristics of an effective appraisal program.
Describe the different sources of appraisal information.
Explain the various methods used for performance evaluation.
Outline the characteristics of an effective performance appraisal interview.

Modules

Purposes of Performance Appraisal
Developing an Effective Appraisal Program
Alternate Sources of Appraisal
Performance Appraisal Methods
Appraisal Interviews

Readings: Chapter 8

Unit Nine: Managing Compensation

Learning Objectives

Explain employer concerns in developing a strategic compensation program.
Identify the various factors that influence the setting of wages.
Differentiate the mechanics of each of the major job evaluation systems.
Explain the purpose of a wage survey.
Define the wage curve, pay grades, and rate ranges as parts of the compensation structure.
Identify the major provisions of the federal and provincial laws affecting compensation.
Discuss the current issues of equal pay for work of equal value and pay compression.

Modules

Compensation Goals
The Wage Mix
Job Evaluation Systems
The Compensation Structure
The Wage Curve
Government Regulation of Compensation
: Significant Compensation Issues

Readings: Chapters 9

Unit Ten: Pay For Performance: Incentive Rewards

Learning Objectives
Discuss the basic requirements for successful implementation of incentive programs.
List the types of, and reasons for implementing, incentive plans for nonmanagement employees.
Explain why merit raises may fail to motivate employees adequately and discuss ways to increase their motivational value.
Indicate the advantage of each of the principal methods used to compensate salespeople.
Differentiate how gains may be shared with employees under the Scanlon, Rucker, and Improshare, and earnings-at-risk gainsharing systems.
Differentiate between profit-sharing plans and explain the advantages and disadvantages of these programs.
Describe the main types of ESOP plans and discuss the advantages of ESOPs to employers and employees.

Modules
Strategic Reasons for Incentive Plans
Individual Incentive Plans
Merit Pay
Sales Incentives
Gainsharing
Enterprise Incentive Plans
Employee Stock Ownership Plans

**Readings: Chapter 10**

**Unit Eleven: Employee Benefits**

**Learning Objectives**

- Describe the characteristics of a sound benefits program.
- Recognize management concerns about the costs of employee benefits and discuss ways to control those costs.
- Explain the employee benefits required by law.
- Discuss ways to control the costs of health care programs.
- Describe those benefits that involve payment for time not worked.
- Discuss the recent trends in retirement polices and programs.
- Describe the major factors involved in the management of pension plans.
- Describe the types of work-life benefits employers can provide.

**Modules**

- The Chief Objectives of a Benefits Program
- Management Concerns
- Benefits Mandated by Law
- Health Care Benefits
- Payment for Time Not Worked
- Retirement Programs
- Types of Pension Plans
- Employee Services: Creating a Work Life Setting

**Readings: Chapter 11**
Unit Twelve: Safety and Health

Learning Objectives

Summarize the common elements of federal and provincial occupational health and safety legislation.

Describe what management can do to create a safe work environment.

Identify the measures that should be taken to control and eliminate health hazards.

Describe the organizational services and programs for building better health.

Explain the role of employee assistance programs in HRM.

Describe methods for coping with stress.

Modules

Safety and Health: It’s the Law

Creating a Safe Work Environment

Controlling and Eliminating Health hazards

Building Better Health.

Employee Assistance Programs or EAP’s

The Management of Stress.

Readings: Chapter 12

Unit Thirteen: Employee Rights and Discipline

Learning Objectives

Explain statutory rights, contractual rights, and due process.

Identify the job expectancy rights of employees.

Identify and explain the privacy rights of employees.

Explain the process of establishing disciplinary policies, including the proper implementation of organizational rules.

Discuss the meaning of discipline and how to investigate a disciplinary problem.

 Explain two approaches to disciplinary action.
Identify the different types of alternative dispute-resolution procedures.

Discuss the role of ethics in the management of human resources.

**Modules**

The Three Regimes of Employment Law
Understanding the Individual Employment Contract
The Rules Governing Dismissal
Employee Privacy Rights
Disciplinary Policies and Procedures
Discipline
Approaches to Discipline
Alternative Dispute Resolution
Managerial Ethics in Employee Relations

**Readings: Chapter 13**

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

**Learning Objectives**

Identify and explain the federal and provincial legislation that provides the framework for labour relations.

Explain the reasons employees join unions.

Describe the process by which unions organize employees and gain recognition as their bargaining agent.

Describe 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.
Learning Objectives

Identify the types of organizational forms used for competing internationally.

Explain the economic, political-legal, and cultural factors in different countries that HR managers need to consider.

Explain how domestic and international HRM differ.

Discuss the staffing process for individuals working internationally.

Identify the unique training needs for international assignees.

Reconcile the difficulties of home-country and host-country performance appraisals.

Identify the characteristics of a good international compensation plan.

Explain the major differences between Canadian and European industrial relations.
Compensation

Performance Appraisal

The Labour Environment World Wide

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%