



School of Business and Creative Design

Business & Business Administration Department

Course Outline – W2014

Course Code: MAN 1103

Course Title: Human Resource Management

Prepared By: Larry Suffield

Date: May 2011

Revised By: Doug Beatty/Jon Milos/Rebecca Mitchell

Date: December 2013

Approved By: Yvonne Clarke, Associate Dean

Prerequisite: None

Corequisite: None

Prerequisite for:

1. Course Description

Human resource management is increasing in importance as organizations recognize that the effective and efficient management of human resources can provide a competitive advantage. This course introduces the student to the management of an organization's human resources. The course reviews the nature and importance of human resource management, environmental factors affecting human resource management, human resource planning, job analysis, recruiting, selection, orientation, training, performance appraisal, compensation, health and safety, employee and labour relations.

2. General Education and Essential Employability Skills

This course provides the following provincial Essential Employability Skills:

- #1: Communication
- #2: Numeracy
- #3: Critical Thinking and Problem Solving
- #4: Information Management
- #5: Interpersonal
- #6: Personal

Is this course approved as a General Education course?

☐

No

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Yes

Students should refer to their program's restricted General Education courses for final determination.

3. Learning Outcomes

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

1. Identify the elements and significance of human resource management
2. Describe the significance of internal and external factors affecting human resource management
3. Identify job analysis methods and apply job analysis information to human resource management functions
4. Describe the human resource planning process
5. Describe effective and efficient methods of recruiting and selection
6. Plan effective orientation, training, and development programs
7. Outline a performance management system
8. Explain an effective compensation system
9. Outline organizational health and safety policies and practices
10. Describe effective employee and labour relations practices

4. Course Objectives

*Learning Outcome
Reference Number*

Unit 1 *Introduction*

- | | | |
|-----|---|-------|
| 1.1 | Define HRM | [1] |
| 1.2 | List the activities involved in HRM | [1] |
| 1.3 | Identify the importance of HRM and how it is linked to an organization's strategy | [1,2] |
| 1.4 | Explain who may have HRM responsibilities | [1] |
| 1.5 | State the possible HRM responsibilities of a line manager | [1] |
| 1.6 | Explain the role of the HRM department | [1] |
| 1.7 | Describe the external and internal factors affecting HRM | [2] |

Unit 2 *Legal Issues*

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|-----|---|-----|
| 2.1 | State the ways that the law affects HRM | [2] |
| 2.2 | Explain provincial and federal jurisdiction | [2] |
| 2.3 | Describe the prohibited grounds of discrimination in employment | [2] |
| 2.4 | Explain the meaning of discrimination | [2] |
| 2.5 | Explain the duty to accommodate | [2] |
| 2.6 | Explain a bona fide occupational requirement | [2] |
| 2.7 | Outline how human rights legislation is enforced and the remedies available | [2] |

Unit 3 *Health and Safety*

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|-----|---|-------|
| 3.1 | Describe the issues involved in health and safety | [1,9] |
| 3.2 | Explain the extent and importance of health and safety problems | [1,9] |
| 3.3 | Briefly explain the key provisions of the <i>Ontario Occupational Health and Safety Act</i> | [9] |
| 3.4 | Describe the components of WHMIS | [2,9] |

3.5	Outline the essential features of worker compensation legislation	[2,9]
3.6	Describe employee wellness programs and employee assistance plans	[9]
3.7	Describe ways to improve health and safety	[9]
Unit 4	<i>Employee Relations and Engagement</i>	
4.1	Identify the components of employee relations	[1,10]
4.2	Describe the importance of employee relations	[1,10]
4.3	Identify methods of improving employee relations	[10]
4.4	Define employee engagement and outline ways to increase employee engagement	[10]
4.5	Describe methods of employee discipline	[10]
4.6	Outline the employer's obligations on the termination of employees	[2,10]
Unit 5	<i>Job Analysis & Design</i>	
5.1	Define job analysis	[3-10]
5.2	Identify the information a job analysis would provide	[3-10]
5.3	Describe the purpose and importance of job analysis/ the uses of job analysis	[3-10]
5.4	State how job analysis is related to other HRM activities	[3-10]
5.5	Outline the steps in job analysis	[3]
5.6	Describe job analysis techniques and explain their advantages and disadvantages	[3]
5.7	Describe the information provided in a job description	[3,5,6,7,8]
5.8	State guidelines for writing a job description	[3,5,6,7,8]
5.9	Describe the information provided in a job specification	[3,5,6,7,8]
5.10	Explain a bona fide occupational requirement	[2,3,5]

5.11	Describe potential problems in job analysis and ways to overcome problems	[3]
5.12	Describe approaches to job design	[3,4]
Unit 6	<i>Human Resource Planning</i>	
6.1	Explain the strategy of an organization	[1,2,5,8,10]
6.2	Define human resource planning	[4,5]
6.3	Identify the purpose and importance of HRP	[1,4]
6.4	Outline the steps in the HRP process	[1,4]
6.5	Describe the nature of and the uses of a HRIS	[1,4-10]
6.7	List methods to deal with a labour surplus	[4]
6.8	List methods to deal with a labour shortage	[4]
Unit 7	<i>Recruiting</i>	
7.1	Define recruiting	[1,5]
7.2	Identify the purpose and importance of recruiting	[1,5]
7.3	Describe factors affecting recruiting	[5]
7.4	Identify methods of recruiting and explain their advantages and disadvantages	[5]
7.5	Outline the implications of human rights legislation for recruiting	[2,5]
7.6	State the information recruiting notices should contain	[5]
Unit 8	<i>Selection</i>	
8.1	Describe the selection process	[1,5]
8.2	Identify the purpose and importance of the selection process	[1,5]
8.3	Define and give examples of reliability and validity in selection	[5]
8.4	Describe different types of interviews	[5]
8.5	Explain constraints on the selection process	[5]
8.6	Outline tests that could be used in selection	[5]

8.7	Identify problems with interviews	[5]
8.8	Identify questions that can and cannot be asked in the interview	[2,5]
8.9	Describe ways to improve interviews	[5]
8.10	Describe the importance and methods of reference checks	[5]
8.11	Identify methods to evaluate the selection process	[5]
Unit 9	<i>Orientation and Training</i>	
9.1	Define orientation	[1,6]
9.2	Identify the purposes and functions of orientation	[1,6]
9.3	Describe the information that should be provided to employees	[6]
9.4	Identify methods of orientation	[6]
9.5	Explain methods to evaluate orientation	[6]
9.6	Define training and distinguish from development	[1,6]
9.7	Describe the purposes and importance of training	[1,6]
9.8	Outline the steps in a training program	[6]
9.9	Identify training techniques	[6]
9.10	Briefly explain learning / training guidelines	[6]
Unit 10	<i>Performance Management</i>	
10.1	Define performance management	[1,7]
10.2	Describe the role of the HR department and the line manager in performance appraisal	[1,7]
10.3	Identify the purpose and importance of performance appraisal	[1,7]
10.4	Describe the requirements a performance appraisal system should meet	[7]
10.5	Explain performance appraisal methods and their advantages and disadvantages	[7]
10.6	Identify problems with performance appraisal and how to avoid them	[7]

10.7	Explain how the performance appraisal interview should be conducted	[7]
Unit 11	<i>Compensation</i>	
11.1	Define compensation	[1,8]
11.2	Describe the purpose and importance of compensation	[1,8]
11.3	Identify the internal factors affecting compensation	[2,8]
11.4	Identify the external factors affecting compensation	[2,8]
11.5	Explain the nature and purpose of a salary survey	[8]
11.6	Explain the nature and purpose of a job evaluation	[8]
11.7	Briefly explain basic methods of job evaluation	[8]
11.8	Describe incentive plans for individual employees and groups	[8]
11.9	Describe innovations and issues in compensation systems	[8]
11.10	Identify common employee benefits	[8]
11.11	Distinguish between mandatory and voluntary benefits	[2,8]
11.12	Describe the purpose and importance of benefits	[8]
11.13	State the cost of benefits	[8]
11.14	Identify the types of employer pension plans	[8]
11.15	Define flexible benefit plans and explain their advantages and disadvantages	[8]
11.16	Identify alternative employee services	[8]
11.17	Distinguish between "equal pay for equal work" and "equal pay for work of equal value"	[8]
11.18	Explain the need for and the purpose of pay equity legislation	[8]
11.19	Outline the essential requirements of the Ontario and federal pay equity legislation	[8]
Unit 12	<i>Labour Relations</i>	
12.1	Define labour relations	[1,10]

12.2	Explain the size, structure and functions of organized labour	[10]
12.3	Distinguish between employees covered by provincial and federal labour legislation	[10]
12.4	Distinguish between the individual contract of employment and a collective agreement	[10]
12.5	Explain reasons why employees join, and do not join, unions	[10]
12.6	Outline the rights and obligations of employees, unions, and the employer during the certification process	[2,10]
12.7	Define and describe unfair labour practices	[2,10]
12.8	Outline the procedural and legal requirements in the negotiation of a collective agreement	[2,10]
12.9	Describe the main provisions of a collective agreement and terms the agreement must contain	[10]
12.10	Explain how the collective agreement may constrain management	[10]
12.11	Define a grievance	[10]
12.12	Describe the key steps in the grievance procedure	[10]
12.13	Explain the nature of arbitration	[10]
12.14	Explain remedies available in arbitration	[10]

5. Resources and Supplies

a. Required

Sandra Steen, Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright. Human Resource Management, 3rd Canadian Edition. McGraw-Hill Ryerson, 2013, 978-0-07-040184-b.

b. Supplemental

The field of human resource management is constantly changing. To keep up with changes, and see some of the concepts referred to in this course illustrated, learners should refer to newspapers and periodicals such as the Canadian HR Reporter.

6. Methodology

The course will consist of lectures, discussions, tapes, and review of situations and questions.

7. Student Evaluation

Click here to enter evaluation requirements.

The following elements will determine the student's final grade:

Test 1	32%
Test 2	34%
Test 3	34%
Total	100%

Tests must be written at the designated time. Extenuating circumstances such as illness, which may prevent a learner from writing a test, will be dealt with on an individual basis. If a learner cannot write a test at the designated time s/he should speak to the teacher or leave message at the earliest possible opportunity. If a test is missed and there are no extenuating circumstances or there is unreasonable delay in contacting the teacher the score for the test will be zero.

The round off mathematical principle will be used. Percentages are converted to letter grades and grade points as follows:

Mark (%)	Grade	Grade Point	Mark	Grade	Grade Point
94-100	A+	4.0	67-69	C+	2.3
87-93	A	3.7	63-66	C	2.0
80-86	A-	3.5	60-62	C-	1.7
77-79	B+	3.2	50-59	D	1.0
73-76	B	3.0	0-49	F	0.0
70-72	B-	2.7			

8. Academic Integrity

Lambton College is committed to high ethical standards in all academic activities within the College, including research, reporting and learning assessment (e.g. tests, lab reports, essays).

The cornerstone of academic integrity and professional reputation is principled conduct. All scholastic and academic activity must be free of all forms of academic dishonesty, including copying, plagiarism and cheating.

Lambton College will not tolerate any academic dishonesty, a position reflected in Lambton College policy. Students should make themselves familiar with the [Students Rights and Responsibilities Policy](#), located on the MyLambton website for details concerning academic dishonesty and the penalties for dishonesty and unethical conduct.

Questions regarding this policy, or requests for additional clarification, should be directed to the [Lambton College Centre for Academic Integrity](#)

9. Related Items

Students with Disabilities

If you are a student with a disability please identify your needs to the professor and/or the Accessibility Centre so that support services can be arranged for you. You can do this by making an appointment at the SSD, Room L103 ext.3427 or by arranging a personal interview with the professor to discuss your needs.

Student Rights and Responsibility Policy

Acceptable behaviour in class is established by the instructor and is expected by all students. Any form of harassment or violence will not be tolerated. Action will be taken as outlined in Lambton College policy.

Cheating and plagiarism are serious academic offences subject to disciplinary action. It is the student's responsibility to be aware of the cheating policy as described in the Lambton College Student Rights and Responsibilities policy. For further information on all of these policies, links may be found on the Lambton College website.

Prior Learning Assessment Statement

This course is eligible for Prior Learning Assessment

☒ **Yes** ☐ **No**

If yes has been selected, you may choose to contact the Counselling Department for advice on Prior Learning Assessment.

Date of Withdrawal without Academic Penalty

Please consult the Academic Regulations and Registrar's published dates.

Waiver of Responsibility

Every attempt has been made to ensure the accuracy of this information as of the date of publication. The content may be modified, without notice, as deemed appropriate by the College.

Note: It is the student's responsibility to retain course outlines for possible future use to support applications for transfer of credit to other educational institutions.