

# Western Continuing Studies

## Western CIM - Introduction to Human Resource Management

WCIM6203

### Course Outline

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#### Description:

This course will provide students with an overview of the various aspects of the management of human resources. Topics include: strategic importance of human resources, planning human resources, legal requirements, diversity management, job design, performance management, recruitment and selection, compensation and benefits, employee and labour relations, and Occupational Health and Safety.

**Length:** 13 Weeks

#### Course Goals:

1. To enable participants to develop an understanding of the strategic role of human resources management in today's workplace.
2. To enable participants to examine the effective management of human resources from a Canadian and Western University perspective.
3. To provide participants with a framework for considering the relationship between an organization's human resources and its strategic goals and plans.

**Course Objectives:** At the completion of this course, the student will be able to:

1. Understand and comply with prohibited grounds under the Ontario Human Rights Code.
2. Understand and apply many Human Resource-related best practices on the job.
3. Report and recommend to unit leader(s) on how to apply the above on the job.
4. Using the course text book and other resources discussed during the semester, know where to research for further Human Resource-related information should a future need arise.

*Please contact Continuing Studies if you require information in an alternate format, or if any arrangements can be made to ensure that this course is accessible to you. If you would like to provide feedback about accessibility-related issues that are specific to your experience with Continuing Studies, you may do so using our comment box (located in the entrance of the office) or you may contact Accessibility at Western ([accessibility@uwo.ca](mailto:accessibility@uwo.ca) or 519-661-2111, extension 85562); the feedback will be forwarded to the appropriate individual or area for follow-up.*

## Evaluation:

Evaluation will be as follows:

- Participation = 25%. (20% instructor – 5 % self evaluation)
- Mid-term Knowledge Test – 25% (Week 6)
- Group Assignment = 25% - (Week 12, 5% peer, 5% peer to peer within groups)
- Groups will be formed during our first class – Groups will choose from any topic covered in the course including any of the following listed below:
  - Topics/approach must be submitted to Instructor and pre-approved.
  - Workforce Diversity (i.e. Generational Diversity)
  - Selection process and tools (such as employment testing)
  - Planning and Designing Your Human Resources
  - On boarding/orientation process and tools
  - Appraisal process and tools
  - Occupational Health & Safety – i.e. Bill 168, employee wellness, ergonomics
  - AODA legislation and impact on organizations
- Final Knowledge Test = 25% Week 13

## Policy on Cheating and Academic Misconduct

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on “Scholastic Offences” in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University’s code of conduct.

## Code of Student Conduct

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct: <http://www.uwo.ca/univsec/board/code.pdf>

# Western Continuing Studies

## **Laptops/Cell Phones**

The use of cellular phones in class is prohibited. As per the statement on professionalism, laptops and tablets can be used as tools for note taking, presentations and to contribute to in-class productivity. Abuse of laptops during class may result in discretionary limitations on the use of technology in the classroom on behalf of the instructor.

## **Plagiarism**

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com ( <http://www.turnitin.com> ).

**Course Schedule:** \*\*Homework Assignments will be provided at the end of each class and will be found in the Instructor PP slides in “Lessons”.

## **Week 1: Course Introduction, Human Resource Overview, Stakeholders**

### **Learning Objectives: Chapter 1**

- Discuss the objectives of human resource management.
- Identify steps in strategic management of human resources.
- Explain how human resource departments are organized and function.
- Discuss the role of human resource professionals in today’s organization.

## **Week 2: Job Analysis and Design**

### **Learning Objectives: Chapter 2**

- Describe the uses of job analysis information for human resource managers.
- Discuss the various steps in conducting job analysis and methods of job data collection.
- Describe the contents of a job description and a job specification.
- Discuss the various approaches to setting performance standards.
- Outline the key considerations in job design.

## **Week 3: Human Resource Planning**

### **Learning Objectives: Chapter 3**

- Explain the importance of human resource plans for strategic success.
- Describe the Human Resource Planning Process
- Discuss methods for estimating an organization’s demand for human resources.
- Explain the various methods of estimating a firm’s supply of human resources.
- Identify solutions to shortages or surpluses of human resources.
- Discuss the major contents of a Human Resources Information System (HRIS).
- Explain how HRIS has contributed to enhancing HR service delivery

## **Week 4: Legal Requirements and Managing Diversity**

### **Learning Objectives: Chapter 4**

- Explain the impact of government on human resource management.
- List the major provisions of the Canadian Human Rights Act.
- Explain the effect of human rights legislation on the role of human resource specialists.
- Define harassment and explain what is meant by the term sexual harassment.
- Outline an Employment Equity Program.
- Define diversity management and discuss the strategic importance of managing diversity.
- Discuss the various steps in managing diversity.

## **Week 5: Recruitment**

### **Learning Objectives: Chapter 5**

- Explain the strategic importance of the recruitment function.
  - Discuss the constraints facing a typical recruiter.
  - Identify the appropriate recruiting methods for different types of jobs.
  - Explain how to generate effective recruitment advertisements.
  - List key measures for evaluating the effectiveness of the recruitment function.

## **Week 6: Mid-term Knowledge On-line Test and Selection**

### **Learning Objectives: Chapter 6**

- To identify the steps in a reliable selection process.
- To identify the appropriate methods and tools used in the selection process.
- To identify the impact of hiring decisions on the organization

## **Week 7: Orientation, Training, Development and Career Planning**

### **Learning Objectives: Chapter 7**

- Explain the process of onboarding and why it is important
- Describe the importance of training as part of the long-range strategy of an organization
- Define strategic human resource development (HRD)
- To describe the strategic importance of development to the organization
- Explain different approaches to needs assessment for training and development
- Describe how career development meets the strategic needs of the organization

## **Week 8: Performance Management**

### **Learning Objectives: Chapter 8**

- To understand the connection between performance management and strategy
- To identify the elements of a performance appraisal system
- To identify the characteristics of an effective performance appraisal system

## **Week 9: Compensation and Benefits**

### **Learning Objectives: Chapters 9 & 10**

- To understand the objectives of effective compensation management
- Identify the major issues that influence compensation management
- Explain the differences between “equal pay for equal work” and “equal pay for work of equal value”
- Explain the major approaches to group incentive plans
- Define total compensation
- Describe pay and organizational strategy
- Describe the various forms of compensation, direct and indirect, and the objectives of a compensation system
- Identify various components of a compensation system and their related challenges
- Explain the differences between legal and voluntary benefits

## **Week 10: Managing Employee and Labour Relations**

### **Learning Objectives: Chapter 11 & 13**

- To understand the importance of communication within organizations
- Define employee counseling and the major types of counselling
- To understand the concepts of progressive discipline and wrongful dismissal
- Explain the different techniques available to improve quality of work life
- To understand the major reasons workers join unions
- To understand common techniques used in resolving disputes
- To describe how unions affect the human resource management environment

- To identify ways of developing labour-management cooperation

## **Week 11: Health, Safety and Wellness**

### **Learning Objectives: Chapter 12**

- To understand the major Canadian laws related to occupational health and safety
- To identify the health and safety responsibilities of employers and employees
- Discuss the impact of stress on employees at the workplace
- To understand the relationship between wellness programs, attendance management, return to work and duty to accommodate

## **Week 12: Group Reports & Presentations Delivered**

Written Assignment (2-3 pages) to be handed in *from each group*.

## **Week 13: Final Test: Knowledge Test – covering second half of the course**

Feedback and Wrap Up