



Human Resources Management Second Ontario Edition

Instructor's Guide

The following document was prepared to support an instructor teaching Human Resource Management (HRM) at the Introductory level for non-HR students.

It includes

- a suggested Syllabus
- Course Welcome,
- Weekly Lectures with ideas for
 - in-class group work
 - individual written work

Table of Contents

Week 1 – Course Welcome and Overview	4
Written Assignment (Individual):	4
Week 2 – Lecture 1 – Overview of HRM	5
Learning Outcomes:	5
Resources:	5
Week 3 – Lecture 2 – HR and the Law and Society.....	6
Learning Outcomes:	6
Resources:	6
In-class assignment (Group):	6
Week 4 – Lecture 3 – Job Analysis.....	7
Resources:	7
In-class assignment (Group):	7
Week 5 – Lecture 4 – Recruitment and Selection	8
Learning Outcomes:	8
Resources:	8
In-class assignment (Group):	8
Week 6 – Assessment.....	9
Sample Study Guide.....	9
Week 7 – Lecture 5 - Training and Development	10
Learning Outcomes:	10
Resources:	10
In-class assignment:	10
Week 8 – Lecture 6 - Compensation and Benefits	11
Learning Outcomes:	11
Resources:	11
In-class assignment (Group):	11
Week 9 – Lecture 7 – Performance Management	12
Learning Outcomes:	12
Resources:	12
In-class assignment (Group):	12
Week 10 – Lecture 8 – Occupational Health and Safety.....	13

Learning Outcomes:	13
Resources:	13
In-class assignment (Group):	13
Week 11 - Assessment	14
Sample Study Guide.....	14
Week 12 – Lecture 9 - Labour Relations.....	15
Learning Outcomes:	15
Resources:	15
In-class assignment (Group):	15
Week 13 – Lecture 10 - HR Analytics.....	16
Learning Outcomes:	16
Resources:	16
In-class assignment (Group):	16
Week 14 – Final assessment.....	17
Final Assessment Options:.....	17
Example of course grading:.....	18
Sample Course Schedule	19

Week 1 – Course Welcome and Overview

- *Ice Breaker activity (Group)*

Written Assignment (Individual):

To get to know the students better and determine their experience levels. It also will give the instructor insight into the student's writing/communication abilities.

Individually, prepare a 400-word biography that describes your previous education and work experience as well as your professional goals. In terms of what we discussed in class today, identify an area of HRM that you are interested in learning more about and why.

Week 2 – Lecture 1 – Overview of HRM

Learning Outcomes:

Outline the role of human resources to provide support to all functional areas of a business or organization.

- Identify how firms gain competitive advantage from people.
- Explain how globalization is influencing human resources.
- State how HR develops intellectual capital.

Resources:

- Slide Package
- Chapter 1

Week 3 – Lecture 2 – HR and the Law and Society

Learning Outcomes:

Describe the impact of Canadian Human Rights, employment and labour legislation of Human Resources.

- Identify and explain federal and provincial legislation that serves as the framework for labour relations.
- Identify the major laws affecting employment equity.
- Describe how employment equity is implemented in organizations.
- Explain and give examples of diversity management.

Resources:

- Slide Package
- Chapter 2

In-class assignment (Group):

1. In groups, review the scenarios in the In Class Exercise section of Chapter 2 in the textbook.

Discuss each scenario and try to come up with a consensus in terms of whether each scenario is illegal or not. Each group will provide their answers and rationale back to the class for discussion in terms of what aspects were taken into consideration and why.

OR

2. Watch Discrimination Restaurant Video - <https://www.youtube.com/watch?v=XMeqW9pnKmk>

In groups of 4, answer the following questions:

- a. What types of discrimination can you identify?
- b. Many organizations require their employees to wear a uniform, or they have a standard of clothing. What do you think is a reasonable approach that respects the employee's rights, does not discriminate but achieves the corporate branding that employers are sometimes looking for?
- c. As a business owner, you may make decisions that unintentionally discriminate. List 3 ideas that an employer can do to help minimize the likelihood of this happening.

Week 4 – Lecture 3 – Job Analysis

Learning Outcomes:

Communicate principles of human resources to support talent acquisition and recruitment.

Resources:

- Slide Package
- Chapter 3

In-class assignment (Group):

Simulation/Role Play: Conduct a simulated job analysis for one of the following jobs:

1. pet fish sitter;
2. snow shoveler.
3. coffee cup washer
4. beach sweeper

In each group, one student is the job incumbent, and one is the supervisor. The remaining two group members comprise the job analysis team.

Prepare a report that addresses the following:

Identify where you obtained your information to conduct the analysis. (What sources were used - NOC, job ads, interview with employee/supervisor? Did they use related or similar job descriptions?)

Identify the required knowledge and skills.

Identify when and how the job is performed and the associated risks.

Week 5 – Lecture 4 – Recruitment and Selection

Learning Outcomes:

Communicate principles of human resources to support talent acquisition and recruitment.

- Explain the advantages and disadvantages of recruiting both within and external to the organization.
- Describe ways for improving recruiting.
- Examine the various sources of information used for personnel selection.
- Examine the advantage and disadvantages of employee testing.

Resources:

- Slide Package
- Chapters 4 and 5

In-class assignment (Group):

1. In groups of 3 – 4, review Canada's Top 100 Companies. Choose one company and from their company careers/hiring page identify three elements of their hiring strategy (internal/external; entry-level or mid-career; diversity focus; targeted recruiting (bonuses/incentives)).

Each group will then present their findings to the class.

Or

2. Watch the following video: <https://www.youtube.com/watch?v=7wy-aDoHtxw&t=1s>

The video discusses the evolution of work and the impact of technology on jobs. It suggests a shift in the required skills necessary to do this work.

Do you think current HR processes for selection and recruiting are sufficient to hire, attract and retain the changing workforce? Why or why not?

Group discussion or individual written assignment.

Or

3. Mini Case in Textbook

Week 6 – Assessment

Sample Study Guide

- Define Human Resource Management
- Define Human Capital
- List the functional areas of HR
- Recognize the four designated groups protected by the Employment Equity Act
- Define Harassment
- Recognize the steps in the job analysis process
- List the prohibited grounds of discrimination under the Canadian Human Rights Act
- Define Workplace accommodation
- Define Bona Fide Occupational Requirement
- Define discrimination
- Recognize the purpose of the ESA
- Recognize how HR has changed over the years
- Identify Business challenges that can be addressed through HR functions
- What are two types of interview questions
- Recognize the 4 components of a job description
- Define selection process
- Identify one example of internal recruiting and one example of external recruiting

Week 7 – Lecture 5 - Training and Development

Learning Outcomes:

Communicate the principles of human resources to support in the planning, delivery and evaluation of training and development programs.

- List the characteristics of an effective orientation program.
- Discuss the role of training and development.
- Describe the components of a training needs assessment.
- Identify the principles of adult learning.
- Discuss the various methods of evaluation.

Resources:

- Chapter 6
- Slide Package

In-class assignment:

The HR department of XYZ Chemical Limited issued a company-wide email to all employees advising of the mandatory annual safety training to be completed within the next 30 days - by June 1st, while reminding everyone that the nature of the company's business, and industry regulations, demanded the utmost attention of employees to proper safety practices. The email also stated that any employee who did not complete the training by June 1st would be let go. The company employed 870 people.

The top sales representative of the company, Sharon Tessler, did not complete the safety training. Sharon accounted for 35% of the company's sales revenue. When she received the company e-mail, she told her manager that "I am the top producer in the company, and I am not going to waste my time on safety training when I can be selling. I know the safety regulations better than anyone." At the time Sharon's manager reinforced the importance of safety training and remaining current with regulations and industry best practices.

It is now June 1st and HR has advised Sharon's manager that Sharon had not completed the mandatory training.

Sharon's manager is not sure of what to do.

Answer these questions:

- a. Would you let Sharon go, as stated in the e-mail?
- b. Why should all employees be required to complete safety training?
- c. What changes to the safety training you would recommend?
- d. How would you handle this situation?

Or

- Mini exit quiz to demonstrate measuring effective training.

Week 8 – Lecture 6 - Compensation and Benefits

Learning Outcomes:

Outline the strategic role of employee benefits and services.

- Identify how firms gain competitive advantage from people.
- Provide examples of the roles of today's HR manager.

Resources:

- Chapter 8
- Slide Package

In-class assignment (Group):

Using your job analysis from week 4, build a compensation package that will attract the best talent to your organization. Consider all elements of a total rewards package and make recommendations as to the pay structure for your job.

Report back to the class.

Week 9 – Lecture 7 – Performance Management

Learning Outcomes:

Outline the strategic importance of total employee rewards.

- Identify how firms gain competitive advantage from people.
- Understand the impact of motivation on retention and performance.
- Provide examples of the roles of today's HR manager.

Resources:

- Chapter 7 and 8
- Slide Package

In-class assignment (Group):

- Watch the Dan Pink video regarding money and motivation. Compare and contrast the consequences of intrinsic and extrinsic motivation.

Week 10 – Lecture 8 – Occupational Health and Safety

Learning Outcomes:

Outline the principles of human resources to support organizational health, and safety policies and practices.

- Summarize the common elements of federal and provincial health and safety legislation.
- Describe what management can do to create a safe work environment.
- Explain the role of employee assistance programs.
- Examine ways of creating better organizational health.

Resources:

- Chapter 9
- Slide package

In-class assignment (Group):

In groups, identify three workplace hazards. Prepare a report that identifies the hazard and recommends corrective action

***Assignment idea: Prepare a 10-minute training session using a variety of tools (PowerPoint, recorded video) that can be used to address a safety issue. (i.e.. Fire hazard, slips and falls)

Week 11 - Assessment

Sample Study Guide

- Define Labour shortage/Labour surplus
- Define a total rewards program
- Recognize the goal of a total rewards program
- Define external and internal equity
- Define employee benefits
- Understand/define EI/SUB
- Define short term disability/sick leave
- Employee Orientation Program
- Training Delivery Methods
- Training Development Framework
- Employee and Employer Responsibilities for OHS
- Joint Occupational Health and Safety Committee
- Examples of Workplace hazards

Week 12 – Lecture 9 - Labour Relations

Learning Outcomes:

Discuss the issues and challenges related to unionized environments.

- Identify and explain federal and provincial legislation that serves as the framework for labour relations.
- Explain why employees join unions.
- Describe the process by which unions organize.
- Discuss the bargaining process.
- Describe a typical union grievance procedure.

Resources:

- Chapter 10
- Slide Package

In-class assignment (Group):

Research a current or recent labour dispute.

What are the key issues?

Stage of negotiations?

Tactics? How are they being used?

Report back to class.

Week 13 – Lecture 10 - HR Analytics

Learning Outcomes:

Communicate principles to plan forecast human resource needs in a workplace environment.

- Define Human Resources Analytics and discuss the importance of analyzing and forecasting future needs.

Resources:

- Chapter 11
- Slide Package

In-class assignment (Group):

Have the students create a survey through a free online tool to answer a series of 5-7 questions that address an HR related topic (i.e.. Worklife Balance). The students can then deploy the survey in the class and then analyze the results to make a recommendation or decision.

Week 14 – Final assessment

Summative of course learning

Final Assessment Options:

Potential ideas:

1. In class, group presentations of assigned topics.
2. Simulation of HR scenarios (one per group). Each group presents their issues and finding to class.
3. Quiz to assess remaining learning.
 - Grievance Process
 - Benefits of unions or why employees join unions
 - Collective Bargaining
 - Arbitration/mediation
 - HR analytics benefits

Summative of course learning

Value: 25%

Example of course grading:

In-Class Assignments	10 x 2.5% = 25%
Written Assignment - Biography	5%
Test #1	20%
Test #2	25%
Test #3	25%

Sample Course Schedule

Course Code: Human Resource Management

Session:

Scheduled Class Times:

Location: Building/Room

Calendar Description: To remain competitive, all organizations need to manage their human resources. This course gives students an overview of the functional areas of human resource management including strategy, recruiting, compensation, performance management, health and safety, industrial relations, planning and training.

Required Text: Online Textbook

Week 1	Course Expectations Course Outline	
Week 2	Overview of HRM	Chapter 1 In-class assignment
Week 3	Law and Society	Chapter 2 In-class assignment
Week 4	Job Analysis	Chapter 3 In-class assignment
Week 5	Recruiting and Selection	Chapter 4 & 5 In-class assignment
Week 6	Test #1	25%
Week 7	Training and Development	Chapter 6 In-class assignment
Week 8	Compensation and Benefits	Chapter 7 In-class assignment
Week 9	Performance Management	Chapter 8 In-class assignment
Week 10	Occupational Health & Safety	Chapter 9 In-class assignment
Week 11	Test # 2	25%
Week 12	Labour Relations	Chapter 10 In-class assignment
Week 13	HR Analytics	Chapter 11 In-class assignment
Week 14	Final Assessment	25%