

## Course Outline

<b>Course Title:</b>	Human Resources Administration	<b>Approval Date:</b>	2025/1/2
<b>Course Number:</b>	MGMT7	<b>Academic Year:</b>	2024
<b>Course Hours:</b>	45 hours		
<b>Academic School:</b>	School of Business and Information Technology		

<b>Faculty:</b>	Joanne Tully - joanne.tully@flemingcollege.ca
<b>Program Co-ordinator or Equivalent:</b>	Wendy Thompson - wendy.thompson@flemingcollege.ca
<b>Dean (or Chair):</b>	Allison MacGregor - Allison.MacGregor@flemingcollege.ca

## Course Description

This course is designed to provide an overview of key human resources activities and the related legislation affecting today's workplaces. Topics of study include the strategic role of HRM, legal compliance and valuing diversity, designing and analyzing jobs, human resources planning, recruitment, selection, onboarding and training, performance management, pay plans, employee benefits & services, labour relations, and occupational health & safety. Participants will also have an opportunity to discuss legal compliance in the areas of human rights, employment equity, employment standards, labour relations, and health & safety. Applied learning opportunities include case study analyses, identification of Human Rights Code violations in the recruitment process, completion of an environmental scan for the purpose of HR planning, development of a job description/specification, evaluation of employer branding techniques through a review of online job boards, critique of a performance appraisal scenario, web-based research pertaining to functional areas of HR, recommending best practices for employee onboarding and development of a wellness program proposal for an industry specific employer. Note: This course has been approved by the Human Resources Professionals Association (HRPA) as a coursework credit for the Certified Human Resources Professional (CHRP) designation. To qualify to write the Knowledge Exam, it is necessary to attain an overall average of 70 percent in the nine subject areas covered, with no grade of less than 65 percent. Prior to enrolment in this course, it is recommended that learners have attained the learning outcomes of Communications I (COMM201).

**Prerequisites:** None.

**Corequisites:** None.

## Course Delivery Type

**Hybrid Synchronous.**

Some course hours are delivered online synchronously with specified meeting times and some hours will be delivered in person. Delivery locations and times are specified on the academic timetable.

## Learning Outcomes

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

1. Describe the field of human resources management (HRM) and explain the impact of key internal and external environmental factors, the evolution of HRM from staff function to strategic partner, and HR auditing techniques.
2. Discuss the shift in emphasis from legal compliance to valuing diversity, and design HRM policies and practices that comply with the employment/labour standards, human rights, and equity legislative standards.
3. Discuss the key considerations involved in job design and develop realistic and legal job descriptions and specifications.
4. Explain the importance of human resources planning (HRP) and describe the elements involved in effective HRP.
5. Identify appropriate recruitment sources and methods for positions ranging from entry-level jobs to Chief Executive Officer.
6. Design and implement a systematic and effective selection system.
7. Design and implement an effective orientation and training program.
8. Design an appraisal system that meets legal standards and organizational needs.
9. Describe the key considerations involved in establishing pay plans.
10. Describe government-sponsored and employer-provided benefits and services offered by firms in Canada today.
11. Describe and design activities HR professionals engage in to promote Health, Safety and Wellness in their organizations.
12. Explain why employees unionize. Apply legislation and HR best practices in the areas of union organizing, collective bargaining and grievance procedures.

## Learning Resources

1. Dessler and Chhinzer, Human Resources Management in Canada - Canadian 15th Edition. Toronto: Pearson Education Canada Inc. This textbook is offered only in an online format. Access codes are available at Fleming's Campus Store. A loose leaf copy can be purchased in addition to the online version.

2. Activity sheets will be provided to reinforce course content and will be made available on D2L.

Costs for learning resources can be found on the Campus Store website, using the links below, or by visiting the Campus Store location at your campus.

- Sutherland: <https://www.bkstr.com/sfleming-sutherlandstore/home>
- Frost: <https://www.bkstr.com/sfleming-froststore/home>

## Assessment Summary

Assessment Task	Percentage
Quizzes	30%
Assignments	30%
Tests	40%

## Student Success: Policies and Procedures

Mutually, faculty and learners will support and adhere to college Academic Regulations, and Student Rights and Responsibilities. The following policies and guidelines have been developed to support the learning process.

Please click on the link for information about:

- [Academic Integrity \(2-201A\)](https://department.flemingcollege.ca/hr/attachment/7750/download)  
(<https://department.flemingcollege.ca/hr/attachment/7750/download>)
- [Accessibility for Persons with Disabilities \(3-341\)](https://department.flemingcollege.ca/hr/attachment/5619/download)  
(<https://department.flemingcollege.ca/hr/attachment/5619/download>)
- [Grading and Academic Standing \(2-201C\)](https://department.flemingcollege.ca/hr/attachment/7752/download)  
(<https://department.flemingcollege.ca/hr/attachment/7752/download>)
- [Guidelines for Professional Practice: Students and Faculty](https://flemingcollege.ca/PDF/guidelines-for-professional-practice-students-faculty.pdf)  
(<https://flemingcollege.ca/PDF/guidelines-for-professional-practice-students-faculty.pdf>)
- [Student Rights and Responsibilities \(5-506\)](https://department.flemingcollege.ca/hr/attachment/269/download)  
(<https://department.flemingcollege.ca/hr/attachment/269/download>)

If you will need academic accommodations (for example if you have a learning disability, mental health condition such as anxiety or depression or if you had an IEP in high school), please contact the [Accessible Education Services \(AES\)](https://department.flemingcollege.ca/aes/) department (<https://department.flemingcollege.ca/aes/>) to meet with a counsellor.

**Alternate accessible formats of learning resources and materials will be provided, on request.**

## Program Standards

The **Ministry of Colleges and Universities** oversees the development and the review of standards for programs of instruction. The **Ministry of Labour Training and Skills Development** oversees the development and the review of standards for programs of instruction for Apprenticeship training in the province of Ontario. Each college is required to ensure that its programs and program delivery are consistent with these standards, and must assist students to achieve these essential outcomes.

This course contributes to Program Standards as defined by the [Ministry of Colleges and Universities](#) (MCU). Program standards apply to all similar programs of instruction offered by colleges across the province. Each program standard for a postsecondary program includes the following elements:

- **Vocational standards** (the vocationally specific learning outcomes which apply to the program of instruction in question);
- **Essential employability skills** (the essential employability skills learning outcomes which apply to all programs of instruction); and
- **General education requirement** (the requirement for general education in postsecondary programs of instruction that contribute to the development of citizens who are conscious of the diversity, complexity and richness of the human experience; and, the society in which they live and work).

Collectively, these elements outline the essential skills and knowledge that a student must reliably demonstrate in order to graduate from the program. For further information on the standards for your program, follow the MCU link ([www.tcu.gov.on.ca/pepg/audiences/colleges/progstan/](http://www.tcu.gov.on.ca/pepg/audiences/colleges/progstan/)).

## Detail Plan

<b>Term:</b>	2025 Spring
<b>Faculty:</b>	Joanne Tully - joanne.tully@flemingcollege.ca
<b>Program Co-ordinator or Equivalent:</b>	Wendy Thompson - wendy.thompson@flemingcollege.ca
<b>Dean (or Chair):</b>	Allison MacGregor - Allison.MacGregor@flemingcollege.ca

## Learning Plan

Wks/Hrs Units	Topics, Resources, Learning, Activities	Learning Outcomes	Assessment
Week 1	Introductions; Course Outline, Course Requirements, Assessment Plan; Seminar Plan; The Strategic Role of Human Resources Management - Chapter 1	1	Quiz Ch 1 & 2 (Introductory - no marks) Weekly Submission (no marks)
Week 2	The Changing Legal Emphasis - Chapter 2	2	Quiz Ch 1 & 2 (Introductory - no marks) Weekly Submission (3%)
Week 3	Designing and Analyzing Jobs - Chapter 4	3	Quiz Ch 4 (3%) Weekly Submission (3%)
Week 4	Human Resources Planning - Chapter 5	4	Quiz Ch 5 (3%) Weekly Submission (3%)
Week 5	Recruitment - Chapter 6	5	Quiz Ch 6 (3%) Weekly Submission (3%)

<b>Wks/Hrs Units</b>	<b>Topics, Resources, Learning, Activities</b>	<b>Learning Outcomes</b>	<b>Assessment</b>
Week 6	Selection - Chapter 7	6	Quiz Ch 7 (3%) Weekly Submission (3%)
Week 7	Test #1	1 to 6	Test #1 (20%)
Week 8	Reading Week		
Week 9	Onboarding and Training Chapter 8	7	Quiz Ch 8 (3%) Weekly Submission (3%)
Week 10	Performance Management - Chapter 10	8	Quiz Ch 10 (3%) Weekly Submission (3%)
Week 11	Strategic Pay Plans - Chapter 11	9	Quiz Ch 11 (3%) Weekly Submission (3%)
Week 12	Employee Benefits and Services - Chapter 13	10	Quiz Ch 13 (3%) Weekly Submission (3%)
Week 13	Occupational Health and Safety - Chapter 14	11	Quiz Ch 14 (3%) Weekly Submission (3%)
Week 14	Labour Relations - Chapter 16	12	Quiz Ch 16 (3%) Weekly Submission (3%)
Week 15	Test #2	7 to 12	Test #2 (20%)

## Assessment Requirements

<b>Assessment Task</b>	<b>Date/Weeks</b>	<b>Course Learning Outcome</b>	<b>Percentage</b>
10 online Quizzes in D2L @ 3% each	Weekly, As outlined above	1-12	30%
Individual/Group Weekly Activities Responses submitted 11 times throughout semester with a value of 3% per submission.	Weekly, As outlined above	1-12	30%
Test #1 20%	Week 7	1-6	20%
Test #2 20%	Week 15	7-12	20%

When students are required to use Respondus Lockdown Monitor and Browser, they are being requested to do so to maintain the academic integrity of the test. A link to a Fleming's Help Document for Students will be provided in advance of tests that are set up using this software. Information provided includes but is not limited to Computer Requirements and How to Set Up Your Environment, when applicable.

Students must adhere to the following as summarized from the Help Document

- Choose a private, quiet location, with no background noise, such as people talking.

- Do not wear hats, sunglasses, (hoodie hoods) or anything that obscures your face.
- Do not wear headphones, earbuds, wireless pods, etc. You cannot be connected to any other devices.
- Make sure that there are no other devices near your computer, such as tablets or phones. You will be asked to show the area around your computer.
- Make sure that there is nothing in your immediate area that you do not wish to appear on camera, such as personal photos or other private information.
- You will be recorded via your webcam for the duration of your exam. You cannot leave your computer to take breaks. Make sure your (full) face stays in the camera frame for the entire time. Do not wander off-screen.
- No other people should appear on your camera (or in the audio recording) at any time.

If there is reasonable suspicion of academic dishonesty, or should there be non-compliance with the above conduct requirements, a mark of zero may be applied to the assessment piece and a Breach of Academic Integrity Violation may be reported.

## Artificial Intelligence (AI) Statement

**NO USE.** Use of generative AI tools (like ChatGPT) is not permitted in this course.

It is the responsibility of students to maintain a history of records and supporting documentation to demonstrate their efforts in all academic submissions, even if submission of these is not part of the final academic deliverable.

## Turnitin Statement

Students agree that by taking this course all required papers may be subject to submission for textual similarity review to Turnitin.com in support of academic integrity. All submitted papers will be included as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers. Use of the Turnitin.com service is subject to the Usage Policy posted on the Turnitin.com site.

If students choose to opt out of using the software, they must inform their faculty member at the time of the assignment, of their refusal and meet with the faculty to discuss their options. For further information on the use of Turnitin, please refer to the [Operating Procedure 2-201E](https://department.flemingcollege.ca/hr/attachment/10233/download) (<https://department.flemingcollege.ca/hr/attachment/10233/download>)

## Respondus Monitor Statement

This course will use Respondus Monitor as a remote proctoring tool to support the administration of electronic examinations and assessments. Fleming College has an institutional license to use Respondus Monitor, a cloud-based service and software that captures video, audio, and other data during student assessment sessions for use in monitoring students. This data is accessible to, and may be used by, authorized individuals at the college to

administer student assessments and manage the academic integrity of such assessments. The Student Terms of Use for Respondus Monitor must be agreed to by users (e.g. students) prior to each use of the Respondus Monitor, available at: <https://web.respondus.com/tou-monitor-student/>

By accessing and using Respondus Monitor, you agree to the collection, use, disclosure and retention of your personal information (including personal images) by Respondus Inc. in accordance with its Privacy Policy, available at: <https://web.respondus.com/privacy-policy/>

If you have questions about the collection of your personal information, please contact the Privacy and Policy Officer at [freedomofinformation@flemingcollege.ca](mailto:freedomofinformation@flemingcollege.ca), or visit Fleming College's [Privacy Statement](https://flemingcollege.ca/privacy-statement) (<https://flemingcollege.ca/privacy-statement>) for more information.

If students choose to opt out of using Respondus Monitor, they must inform their faculty member prior to the scheduled assessment, of their refusal and meet with the faculty to discuss their options.

## Exemption Contact

Contact the Transfer Credit Department at [transfercredit@flemingcollege.ca](mailto:transfercredit@flemingcollege.ca)

## Prior Learning and Assessment and Recognition (PLAR)

PLAR uses tools to help learners reflect on, identify, articulate, and demonstrate past learning which has been acquired through study, work and other life experiences and which is not recognized through formal transfer of credit mechanisms. PLAR options include authentic assessment activities designed by faculty that may include challenge exams, portfolio presentations, interviews, and written assignments. Learners may also be encouraged and supported to design an individual documentation package that would meet the learning requirements of the course. Any student who wishes to have any prior learning acquired through life and work experience assessed, so as to translate it into a college credit, may initiate the process by applying through the Registrar's office. For more information please click on the following link: <http://flemingcollege.ca/admissions/prior-learning-assessment-and-recognition>

## Course Specific Policies and Procedures

It is the responsibility of the student to retain this course outline for future reference. Course outlines may be required to support applications for advanced standing and credit transfer to other educational institutions, portfolio development, PLAR and accreditation with professional associations.

**Synchronous sessions may be recorded. As a result, your image, voice, name, personal views and opinions, and course work may be collected under legal authority of section 2 of the Ontario Colleges of Applied Arts and Technology Act, 2002. This information will be used for the purpose of supporting student learning. Any questions about this collection can be directed to the Privacy and Policy Officer at [freedomofinformation@flemingcollege.ca](mailto:freedomofinformation@flemingcollege.ca) or by mail to 599 Brealey Drive, Peterborough, ON K9J 7B1.**

It is the responsibility of the student to retain this course outline for future reference. Course outlines may be required to support applications for advanced standing and credit transfer to other educational institutions, portfolio development, PLAR and accreditation with professional associations.

1. This course is delivered in a hybrid synchronous format. Success in this course relies on regular attendance. Lectures will be held synchronously in accordance with student timetables. Lectures will be recorded and will be available for later viewing. Attendance in the synchronous session is still strongly recommended. Lecture will provide the foundation for activities completed in seminar. When noted on the Learning Sequence, lectures are not held synchronously, but rather recorded and posted on D2L prior to the weekly scheduled virtual lecture class time.
2. Attendance for weekly synchronous seminars is required in order to earn weekly, in-class activity marks. Weekly submissions are marked and attribute to the 30% weekly submission marks as per the assessment outline. Students are provided with the opportunity to submit 11 weekly submissions and earn marks for those. This allows for one extra submission. In the event a student cannot attend one of the seminars, the extra submission allows the student to 'make up' those marks. The extra submission allows an opportunity to be assessed on 33% of marks for this portion of the course assessment. Course grades will not exceed 100% on the student transcript even though there is an opportunity to earn 103% marks if all assessments completed receive a perfect grade. Students must be in the classroom, at the start of seminar in order to be eligible to earn the in-class activity marks. Should a student arrive to class late, they will not be eligible for the 3% for that class, however they are encouraged to participate in the group activities to increase course knowledge as this will allow for greater success in course quizzes and tests.
3. Absences for medical reasons with advance notice or other significant emergencies, with proof, may be accepted. Reasons will be considered on a case-by-case basis and an opportunity to submit an assignment late MAY be provided if a weekly submission opportunity is missed.
4. If you have questions or if you are experiencing difficulty with any aspect of the course, you are encouraged to consult the Professor. The Professor may be contacted via Fleming e-mail. Course communication via e-mail will be done using student Fleming e-mail addresses only. Students are responsible to check their Fleming e-mail account on a regular basis.
5. You are responsible for being present for all tests. Missed tests will receive a grade of zero. No extensions will be provided. Quizzes are available online and due within the timelines provided. Respondus Lockdown Browser and Monitor are required in order to complete the quizzes.
6. During attendance in lecture and seminar classes it is suggested that cell phones be off and stored. Apps such as Slido may be used and students will be provided with ample time to access their phone and their app as students may prefer to access these apps on cell phones. Students are responsible to have reliable technology and internet connection in order to be present for and participate in virtual lectures. This includes use of a microphone and webcam. Students are required to bring a personal laptop to seminar classes in order to participate in completion and submission of weekly in-class activities. In-class activities cannot be completed using a cell phone. Tests will be written, in-class, via the use of the student's personal laptop. Respondus Lockdown Browser is required to access the test. Students with concerns about laptop battery life should arrive early to be able to sit near an electrical outlet and/or bring an extension cord so as not to lose power during the writing of the test.
7. Results of all evaluations will be posted on D2L.

8. The student is responsible for keeping a copy of all submitted work and records of all marked work. Students may need to access marked work in case of a dispute.
9. All course work should be prepared and presented in a professional manner. Course work may be refused for sloppiness, spelling or grammatical errors. Applications such as ChatGPT, chat bots or other AI language development applications may NOT be used to source and/or develop responses to weekly activity questions. Please be reminded that Plagiarism is defined in Fleming's Academic Integrity Policy as 'Taking someone else's work or ideas and passing them off as one's own. Examples include (but are not limited to) using some else's work or ideas from the internet, text books (in this case outside of our course textbook), another student's work, and/or library resources.' Failure to comply with the above noted criteria for this assignment may result in an Academic Integrity violation being placed on the student record.
10. Breaches of academic integrity such as cheating and plagiarism will result in a grade of zero for the examination, test, report or assignment involved. In the event of several breaches, the College Policy will be followed. Breaches of academic integrity will be reported to the Registrar.
11. You are encouraged to consult the college calendar for other applicable Academic Regulations. The course outline will be followed, however any of the topics/exercises intended for presentation may be changed by a Professor after consultation with the students.
12. Students with learning disabilities are encouraged to meet with Learning Support Services. An accommodation plan will be developed if deemed appropriate. Students are encouraged to meet with Faculty to discuss elements of Letters of Accommodation.
13. Students are required to follow all College Student Conduct Policies in place while in virtual or face to face classrooms. Students understand and accept that failing to follow procedures and conduct themselves professionally may result in them being required to remove themselves from the virtual or face to face classroom.