

## **Human Resources Management – An Engineering Perspective APS 1004H (Totally Online)**

### **Course Outline**

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### **Description**

This totally online course is delivered both synchronous and asynchronously. The course will have a series of recorded lectures to be reviewed prior to the weekly synchronous flipped classroom discussions (lecture then discussion) that will discuss key concepts and areas based on the lectures. This course analyzes the relationship between management and workers. The course takes a holistic and strategic view of how human resource management affects the business environment. Students will study human resources and industrial relations from the context of economics, sociology, organizational behavior and psychology. Students will develop a historical appreciation and perspective of the evolution and development of labour relations through concepts presented by figures such as Adam Smith, Peter Drucker, Jim Collins, Anders Ericsson, Fredrick Taylor, Carol Dweck, Edwards Deming, and J.M. Juran and many others. The goal of the course is to provide a manager with a thorough understanding of how they can develop a competitive advantage for their organization through effective and thoughtful human resource (people, culture) management practices.

In the context of how they relate to human resource management, the course topics include: organizational behavior including methods of motivation, scientific management, quality control, goal setting, effective communication methods (meetings and presentations), employment and economics, employment as a social relation, unions and other forms of employee representation, internal labour markets, training and development, leadership, strategic planning, performance review, and the formulation of HR strategy, practices and policies, fundamentals of negotiation, and managing in a Volatile, Uncertain, Complex, Ambiguous (VUCA) environment.

### **Course Outcomes**

You will be able to:

- Analyze and develop strategies that efficiently maximize the capabilities of your workforce thus providing a competitive advantage
- Apply some of the principles of economics, sociology, and social psychology as they apply to human resource management and industrial relations.
- Develop your skill in planning effective approaches to conceptualizing, strategizing, and implementing key elements of an organizational human resource strategy that aligns and supports the overall business strategy and plan.
- Utilize and apply the tools provided in this course to successfully manage in a business environment.

### **Reference Text**

Not mandatory: James N. Baron, Strategic Human Resources Frameworks for General Managers (John Wiley & Sons, 1999). ISBN 0-471-07253-2

**Evaluation and Grading**

Final Test	30%
Assignment (Group Report) 1	30%
Final Assignment (Group Research Report) 2	30%
Presentation (Online)	10%

**Schedule for Due Dates (actual dates will be finalized in class)**

Assignment (Group Report) 1	Due Week 5
Final Online Assignment (Group Research Report) 2	Due Week 9
Presentation (Online)	Due Week 10 or 11 as scheduled
Final Test	Due Final Week