

**Human Resources Management – An Engineering Perspective APS 1004H (In person) 10 Day Format Monday to Friday 2 weeks 3hrs per day as per posted schedule**

**Course Outline**

**Professor: Tom Stephenson,**

**Contact: [thomas.stephenson@utoronto.ca](mailto:thomas.stephenson@utoronto.ca) & [tstephen33@yahoo.ca](mailto:tstephen33@yahoo.ca)**

**Description**

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, Fredrick Taylor, Edwards Deming, and J.M. Juran. The goal of the course is to provide a general manager with a thorough understanding of how they can develop a competitive advantage for their organization through effective and thoughtful people and culture practices.

In the context of how they relate to human resource management, the course topics include: organizational behavior including methods of team formation, culture, systems thinking, time management, 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 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

34% Day 10 Friday of Second Week

Assignment (Group Report) 1 Week	33% Due Day 7 Tuesday of Second
Final Assignment (Group Research Report) 2 the week follow last day of class	33% Due Wednesday following of

**Note final assignment is due a few days after the final test.**