

Justice Institute of British Columbia
COURSE OUTLINE

Course Code: FMGMT401
Course Title: Foundations of Effective Management and Leadership Part 4: The Leader's Role in Human Resource Management

Prerequisite Courses: FMGMT100 and FMGMT200 or FMGMT250;

School: Community and Social Justice

Division/Academy/Centre: Centre for Leadership

Previous Course Code & Title:

Course First Offered: March 2004

# of Credits:	1.5
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Course Description:

Using a competency framework, this three-day course will provide current and/or future supervisors and managers in the private, public or non-profit sector with the conceptual framework, technical skills, and practical tools necessary to successfully develop and manage Human Resources in today's dynamic work environment. Using a combination of practical, hands-on experience and contemporary theory, this course will explore a number of topics, through the lens of the Competency Model, including: an introduction to the Integrated Systems Model of Competency-Based Human Resource Management; the development of competency-based job descriptions; behaviourally-based interviewing; and competency-based performance management, goal-setting, career planning and succession management.

Course Goal(s):

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

- Describe fundamental concepts of competency-based Human Resource Management
- Write competency-based job descriptions, and develop and maintain a competency-based recruitment & selection process
- Describe the essential elements of behaviourally-based interviewing in recruitment and selection using the competency model
- Develop and apply clear and effective behaviourally-based interview questions within this model
- Define performance management in the context of competency-based Human Resource Management
- Develop a competency-based performance management framework with staff
- Problem-solve specific performance management issues
- Describe and apply key principles of effective and sustainable goal-setting techniques
- Describe and apply essential coaching, mentoring, and monitoring skills

Learning Outcomes:

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

1. Understand and apply fundamental concepts, skills and tools of competency-based Human Resource Management.
2. Write competency-based job descriptions, and develop and maintain a competency-based recruitment & selection process.
3. Use the competency model to understand the essential elements of behaviourally-based interviewing in recruitment and selection, and develop and apply clear and effective behaviourally-based interview questions within this model.
4. Define performance management in the context of competency-based Human Resource Management.
5. Develop a competency-based performance management framework with staff.
6. Problem-solve specific performance management issues.
7. Understand and apply key principles of effective and sustainable behaviourally-based communication techniques.
8. Understand and apply essential coaching, mentoring, and monitoring skills

Course Topics/Content:

Using a competency framework, this three-day course will provide current and/or future supervisors and managers in the private, public or non-profit sector with the language, conceptual framework, technical skills, and practical tools necessary to successfully develop and manage Human Resources in today's dynamic work environment. Using a combination of practical, hands-on experience and contemporary theory, participants will explore a number of topics including: an introduction to the competency-based model of Human Resource Management; the development of competency-based job descriptions; behaviourally based interviewing; and competency-based performance management.

Text and Resource Materials:

Use APA style; specify chapters where applicable. ([APA Style Guidelines](#))

Required:**Recommended:**

Course Level:

	First Year		Second Year		Third Year		Fourth Year
	Graduate		Other (describe): Professional Path				

Equivalent Course(s) within the JIBC: None

Class Delivery Methods:

Delivery Methods	Class Option A (Hours)	Class Option B (Hours)	Class Option C (Hours)	Class Option D (Hours)
Classroom/Lecture/Discussion	14			
Simulation/Lab	7			
Practicum/Fieldwork				
Online				
Correspondence				
Total Class Hours	21			

Comments on Delivery Methods:

This course is participatory in nature and includes a variety of small group discussions and exercises, role-plays, reflective activities and large group discussion/lecture.

Course Grading System:

	Letter Grades		Percentage		Pass/Fail
	Complete/Incomplete		Attendance Only		

Passing Grade:	Pass
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Evaluation Activities and Weighting:

Final Exam	%	Assignments	%	Project	%	Capstone Project	%
Midterm Exam	%	Portfolio	%	Participation	%	Other	%
Quizzes/Test	%	Simulations	%	Practicum	%	TOTAL	100%

Comments on Evaluation Activities and Weighting:

You must attend the full course to receive credit.

Other Course Guidelines, Procedures and Comments: None

View official versions of related JIBC academic regulations and student policies in the *JIBC Calendar* on the following pages of the JIBC website:

Academic Regulations:

<http://www.jibc.ca/programs-courses/jibc-calendar/academic-regulations>

Student Academic Integrity Policy
Academic Progression Policy
Admissions Policy
Academic Appeals Policy
Evaluation Policy
Grading Policy

Student Policies:

<http://www.jibc.ca/programs-courses/jibc-calendar/student-policies>

Access Policy
Harassment Policy – Students
Student Records Policy
Student Code of Conduct Policy

JIBC Core Competencies

The JIBC promotes the development of core and specialized competencies in its programs. Graduates of our programs will demonstrate high levels of competence in the following areas:

Critical thinking

Identify and examine issues and ideas; analyze and evaluate options in a variety of fields with differing assumptions, contents and methods.

Communication, oral and written

Demonstrate effective communication skills by selecting the appropriate style, language and form of communication suitable for different audiences and mediums.

Leadership

Inspire individuals and teams to reach their potential by embracing innovation through strategic thinking and shared responsibility.

Independent learning

Show initiative by acting independently in choosing effective, efficient and appropriate applied learning, research and problem solving strategies.

Problem solving

State problems clearly; effectively and efficiently evaluate alternative solutions; choose solutions that maximize positive and minimize negative outcomes.

Interpersonal relations

Know and manage oneself; recognize and acknowledge the needs and emotions of others including those with diverse backgrounds and capabilities.

Inter-professional teamwork

Understand and work productively within and between groups, respect others' perspectives and provide constructive feedback with special attention to inter-professional relationships.

Information literacy

Recognize and analyze the extent and nature of an information need; efficiently locate and retrieve information; evaluate it and its sources critically, and use information effectively and ethically.