



A POLYTECHNIC INSTITUTION

School of: Business

Program: Human Resource Management

Option:

HRMG 3130**Competency Design & Job Analysis**

| | | | |
|---------------------|-------------------|---------------------|-------------------|
| Start Date: | September 5, 2006 | End Date: | December 15, 2006 |
| Total Hours: | 45 | Total Weeks: | 15 |
| Hours/Week: | 3 | Lecture: | 1 |
| | | Lab: | 2 |
| | | Shop: | |
| | | Seminar: | |
| | | Other: | |

Prerequisites:

| Course No. | Course Name |
|------------|---------------------------|
| HRMG 3100 | Human Resource Management |

is a Prerequisite for:

| Course No. | Course Name |
|------------|--------------------------------|
| HRMG 3300 | Recruitment & Selection |
| HRMG 4150 | Performance Management Systems |

v Course Description

This course develops knowledge and skills related to defining and describing workplace competencies, tasks and requirements and their links to other human resource management processes. Methods of job analysis, redesign, re-engineering and competency design and analysis are explored. Practical techniques for creating effective work assignment/descriptions and specifications are introduced.

This is a foundation course for students who are enrolled in a specialized Human Resource Management program. Through hands on experience in job analysis and an introduction to competency based human resource management, the students will gain skills and knowledge critical to the successful performance of a wide variety of human resource activities. The knowledge acquired in this course provides a foundation for the advance courses students will take in various human resource functional areas.

v Evaluation

| | | | |
|--------------------------|------------|----------|-------------------------------------------------------------------------------------------------------------------------|
| Assignments | 45 | % | Assignment 1- Job Analysis, Description and Design, 30% Assignment 2-Competency Application , 15% team presentation. |
| Mid Term | 20 | % | |
| Participation/Attendance | 10 | % | |
| Final Exam | 25 | % | |
| TOTAL | 100 | % | |

v Course Learning Outcomes/Competencies

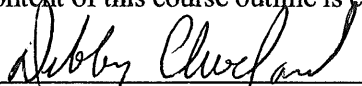
Upon successful completion of the course, the student will be able to:

- Connect the practice of HRM to an organization's mission and strategy
- Identify and define competencies needed to help an organization establish its unique competitive advantage
- Understand concepts related to job analysis and its applications in Human Resource Management
- Prepare a job analysis questionnaire
- Conduct a job analysis interview
- Write job descriptions and/or role profiles
- Analyze a job to improve its effectiveness
- Describe how a competency based approach to HRM helps to align various human resource functions
- Determine the appropriate method(s) to develop a competency model in an organization

v Verification

I verify that the content of this course outline is current.

Debby Cleveland



Authoring Instructor

August 25, 2006

Date

I verify that this course outline has been reviewed.

Eileen Stewart



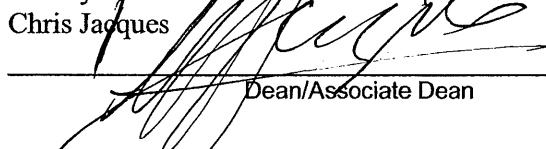
Program Head/Chief Instructor

2006 Aug 28

Date

I verify that this course outline complies with BCIT policy.

Chris Jacques



Dean/Associate Dean

2006 August 28

Date

Note: Should changes be required to the content of this course outline, students will be given reasonable notice.

v Instructor(s)

Debby Cleveland

Office Location: SE6 313
Office Hrs.: PostedOffice Phone: 604-412-7422
E-mail Address: debby_cleveland@bcit.ca**v Learning Resources**

Required: A collection of readings for the course will be distributed at the beginning of the term. Additional readings will be provided as appropriate.

Recommended: We will draw extensively from material contained in "Competencies at Work: Models for Superior Performance, Spencer and Spencer. Several copies have been placed on reserve in the library. Students will also find it useful to refer to related chapters in any introductory HRM text.

v Information for Students: Course Notes, Policies and Procedures

Assignments: Assignments must be done on an individual basis unless otherwise specified by the instructor. Late assignments will be penalized 20% per day and will not be accepted after 5 calendar days past the due date. In exceptional circumstances flexibility and discretion will be used implementing this policy, **provided the instructor is advised of the circumstances before the due date of the assignment. Students who do not pass the individual components of the course evaluation will not receive credit or marks for group assignments.**

Makeup Tests, Exams or Quizzes: There will be **no** makeup tests, exams or quizzes. If you miss a test, exam or quiz, you will receive zero marks. Exceptions may be made for **documented** medical reasons or extenuating circumstances. In such a case, it is the responsibility of the student to inform the instructor **immediately**.

Ethics: BCIT assumes that all students attending the Institute will follow a high standard of ethics. Incidents of cheating or plagiarism may, therefore, result in a grade of zero for the assignment, quiz, test, exam, or project for all parties involved and/or expulsion from the course.

Attendance: The attendance policy as outlined in the current BCIT Calendar will be enforced. Attendance will be taken at the beginning of each session. Students not present at that time will be recorded as absent.

Participation: Active participation in labs is essential to accomplish the course objectives. All assigned reading must be done before the lab.

Illness: A doctor's note is required for any illness causing you to miss assignments, quizzes, tests, projects, or exam. At the discretion of the instructor, you may complete the work missed or have the work prorated.

Attempts: Students must successfully complete a course within a maximum of three attempts at the course. Students with two attempts in a single course will be allowed to repeat the course only upon special written permission from the Associate Dean. Students who have not successfully completed a course within three attempts will not be eligible to graduate from the appropriate program.

Examinations: In order to write exams, students will be required to produce photo ID at exam centres. The ID must be placed on the desk before an exam will be issued to the student and must remain in view while writing the exam for inspection by invigilators. Acceptable ID is a BCIT OneCard or two pieces of identification, one of which must be government photo ID such as a driver's license. Please see BCIT Policy #5300 for formal invigilation procedures.

Course Outline Changes: The material or schedule specified in this course outline may be changed by the instructor. If changes are required, they will be announced in class.

v Assignment Details**Assignment #1: Job Analysis, Description and Design – 30%** *Due: various dates*

The purpose of the first assignment is to develop skills in the area of job analysis. Students will design a job analysis questionnaire, interview an individual about his/her job, prepare a written role description, analyze the design of the job and make recommendations for improvements. Details of the assignment will be provided on a separate handout.

Assignment #2: Competency Application – 15% *Due: various dates*

The purpose of the second assignment is to provide students with an introduction to various competency applications and give them an overview of how the competency approach to HRM can be used to integrate various human resource functions and activities.

This is a group project involving research and a presentation. Each group of 4 students will research a particular competency application, prepare and deliver a 30-40 minute presentation. While no formal, written report is required, it is expected that students will provide a copy of their presentation material to the instructor and prepare a handout for the class. Peer assessment will be used to determine part of the grade. Details of the assignment will be provided on a separate handout.

Exams (Mid term 20%; Final 25%)

Both exams will require paragraph and essay style answers. Students will be provided with a list of questions one week prior to each exam and the exam questions will be selected from the list.

The mid term exam will be written in the lecture during Week 8 (October 26)

The final exam will be during the regularly scheduled exam week (December 11th-15th).

Participation (10% of the course grade). Your grade for participation will be determined by regular attendance, the extent to which you are prepared for class, your contribution to class discussions and the extent to which you enable others to participate. Your ability to demonstrate appropriate workplace behaviours – both in lecture and labs will also be considered when determining your grade for participation.

Excellent participation (9 – 10): Attends all labs and lectures, consistently participates and moves class discussions forward. Volunteers high quality analysis and insights or applications of course content. Assists other class members to understand course objectives. Helps others participate effectively. Punctual and attentive.

Satisfactory participation (6 – 7): Misses no more than one lab or lecture, prepared with good observations and analysis when called upon. Understands assigned readings and able to explain the concepts in the text. Participates in a manner that does not dominate or overwhelm others. Does not distract other students..

Unsatisfactory participation (0 – 4): Not prepared when called upon; misses classes; presents poorly reasoned observations and analysis; frequently “off task” in lab activities. Does not contribute to large class discussions or small group activities. Dominates class or small group discussions. Treats others in a way that is intimidating, discriminatory or does not demonstrate an acceptance of diversity. Demonstrates inappropriate workplace behaviours.

Schedule

| Week/Date | Outcome/Material Covered | Reference/Reading | Assignment/Lab Activity | Due Date |
|----------------------|----------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------|-------------------------------------------|
| 1. Sept 7/8 | Lecture: Course Introduction; Competencies for an HR Professional Lab: Self-assessment, Careers in HRM | Reading: 1- 3 Including web sites | Discussion of HRM careers | |
| 2. Sept 14/15 | Lecture: Intro to Job Analysis Lab: Job Analysis Questionnaires | Reading: 4 | Assignment #1 | Oct 6, 13, 20 |
| 3. Sept 21/22 | Lecture: Conducting Job Analysis Lab: Work on Assignment #1 | Reading: 4 | Work on JAQ | |
| 4. Sept 28/29 | Lecture: Job Design Lab: Telemarketing – job redesign | Reading: 4 | Video - Job Design | |
| 5. Oct 5/6 | Lecture: Writing Job Descriptions Lab: Job Analysis Interviews | | Time for off site interviews | Blank JAQ due Oct 6 |
| 6. Oct 12/13 | Lecture: Job Evaluation Lab: JA Applications: Reach; SD 34 | | Preliminary course eval. | Completed JAQ and Role Profile due Oct 13 |
| 7. Oct 19/20 | Lecture: Process Re-engineering Lab: Video and example (SD 34) | Reading: 5 | | Job Design due Oct 20 |
| 8. Oct 26/27 | Lecture: Mid Term Exam Lab: Intro to Competency-Based HRM | | Assignment #2 | Due various dates |
| 9. Nov 2/3 | Lecture: Building Competency Models Lab: Work on Assignment #2 | Reading: 6 (All Chapters) | | |
| 10. Nov 9/10 | Lecture: - Competency Dictionaries & Models; Burnaby and YMCA examples Lab: | | | |
| 11. Nov 16/17 | Lecture: Assessment of Competencies Lab: Team Check In – Assignment 2 | | | |
| 12. Nov 23/24 | Lecture: Competency Applications Lab: Presentations | | | Presentation #1 Presentation #2 |
| 13. Nov 30/ Dec 1 | Lecture: “Best Practices” Lab: Presentations | Reading: 8, 9, 10 | | Presentation #3 Presentation #4 |
| 14. Dec 7/8 | Lecture: The future of CBHRM Lab: Presentations | | | Presentation #5 Presentation #6 |
| 15. Dec 11-15 | Final Exam Week | | | |