

Content outline

Management of human resources



Management of human resources

Overview

This course is designed to provide an overview of management skills. Special attention is given to developing interpersonal skills and identifying problem-solving techniques.

Prerequisite

Although there is no formal educational prerequisite for this course, the participants' chances of success will be enhanced if their reading and comprehension skills are at a high school or equivalent level. Participants must be familiar with basic computer operating and word processing programs.

Learning objectives

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

- identify the functions of management
- demonstrate human relations skills
- demonstrate a problem solving technique
- demonstrate time management skills
- identify staffing issues

Content

1. Identify the functions of management.

- planning
- leading
- organizing
- controlling
- company representative
- evaluation

2. Demonstrate human relations skills.

- attributes of a successful team
- ways to increase the motivation of employees
- job instructional techniques
- coaching, mentoring and counselling skills
- conflict resolution techniques
- collective agreements
- leadership techniques
- effective interpersonal skills
- impact of appropriate attitude



- open/closed shop environment issues
- diversity issues in the workplace
- leadership versus management skills

3. Demonstrate problem-solving skills.

- guidelines to problem solving
- methods of problem solving
- steps in the problem solving model
 - o defining the problem
 - o stating nature and limitations
 - o generating alternative solutions
 - o evaluating alternative solutions
 - o selecting the best alternative
 - o implementing the solution
 - o follow up
- partnering approaches

4. Demonstrate time management skills.

- benefits of time logs
- prioritization of projects and tasks
- recognizing time wasting situations
- tools used to save time

5. Identify staffing issues.

- recruiting and retaining employees
- purpose of a performance management system
- benefits of a performance management system
- conducting a performance review
- terminating/dismissing employees

Methodology

This course lends itself to the use of role plays and case studies. Instructors may involve the participants in the following specific techniques and activities:

- icebreaker type activity to get students engaged as soon as possible;
- reviewing job descriptions of foreman, superintendent, etc.;
- analysing case studies that deal with dismissals;
- reviewing collective agreements;
- simulating a performance review.



Assessment

In order to successfully complete this course, participants will be expected to demonstrate that they have achieved the learning objectives. They will be evaluated through various assignments, projects, and/or tests based on each of these objectives. Final assessment for the course will be determined by the following weighting:

Learning objective	Weight (%)
1. Identify the functions of management	20
2. Demonstrate human relations skills.....	20
3. Demonstrate problem solving skills.....	20
4. Demonstrate time management skills.....	20
5. Identify staffing issues.....	20
	100

Resources

Reports, manuals, textbooks and documents

A Guide to the Project Management Body of Knowledge (PMBOK), PMI Standards Committee, Project Management Institute, ISBN: 1-880410-12-5 (pbk. : alk. paper) / ISBN: 1-880410-13-3 (hdbk)]

First Things First by Steven Covey, 2001 (ISBN: 1883219078)

How to Get Control of Your Time and Your Life, Alan Lakein, ISBN: 0451167724

Means Forms for Contractors, R.S. Means Company, Inc., ISBN: 0-87629-214-7

PMP Exam: Practice Test and Study Guide, ESI International, ISBN: 1-890367-11-7

PMP ©: Project Management Professional Study Guide, SYBEX Inc., ISBN: 0-7821-4106-4

Quality Circles, a Guide to Participation and Productivity, Croker et al., ISBN: 0816011613

The Team Handbook, Peter Scholtes et al., ISBN: 1884731112

The Time Trap: The Classic Book on Time Management, Alec Mackenzie, ISBN: 0-8144-7926-X

Time is Money: Save IT, Lothar J. Seiwert et al., ISBN: 1556231857

Tools for Success, Soft Skills for the Construction Industry, Steve Rigolosi, Prentice Hall, Upper Saddle River, New Jersey, ISBN: 0-13-025927-6

What Every Supervisor Should Know, Lester Bittle and John Newstrom, ISBN: 0070055890

Government/association websites

Canadian Industrial Relations Board cirb-ccri.gc.ca

Other resources

Construction management textbooks

Job descriptions of construction participants (foremen, superintendents, etc.)

Sample employee performance/review/evaluation forms

Case study on dismissal for substance abuse

Local collective agreement and local labour standards regulations

