



Certificate in Human Resources Management

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Improve
 your career
 prospects

The full details of the program, admission requirements, and admission procedures summarized in this document can be found in the School of Continuing Studies current course calendar. If there are any discrepancies between the course calendar and this summary, the information in the course calendar takes precedence in all cases. McGill University reserves the right to change this information at any time.

Looking for a Rewarding and Challenging Career in Human Resources?

In today's turbulent marketplace the human resources professional faces many challenges. From winning the battle for human capital to ensuring that the environment, resources, work processes and working conditions contribute to achieve results, human resource professionals play a critical role in developing organizational performance. Managing human resources is vital to the success of modern business and public-sector organizations. Rules, regulations, rights and responsibilities that impact on employer and employee are ever changing. As a human resource professional, your role is to help build, coach, advise and maintain working relationships between employer and employees. You may work for a small company where you will have the responsibility for all areas of human resources or for a large company where you will specialize.

Responsibilities may include:

- Staffing, recruitment and selection
- Training and development
- Performance management
- Compensation design & management
- Organizational effectiveness
- Employee and labour relations
- Strategic human resources planning

Successful HR professionals master a multidisciplinary set of competencies ranging from interpersonal, team building, coaching, negotiation and consulting skills to leading change, organizational agility and strategic thinking.

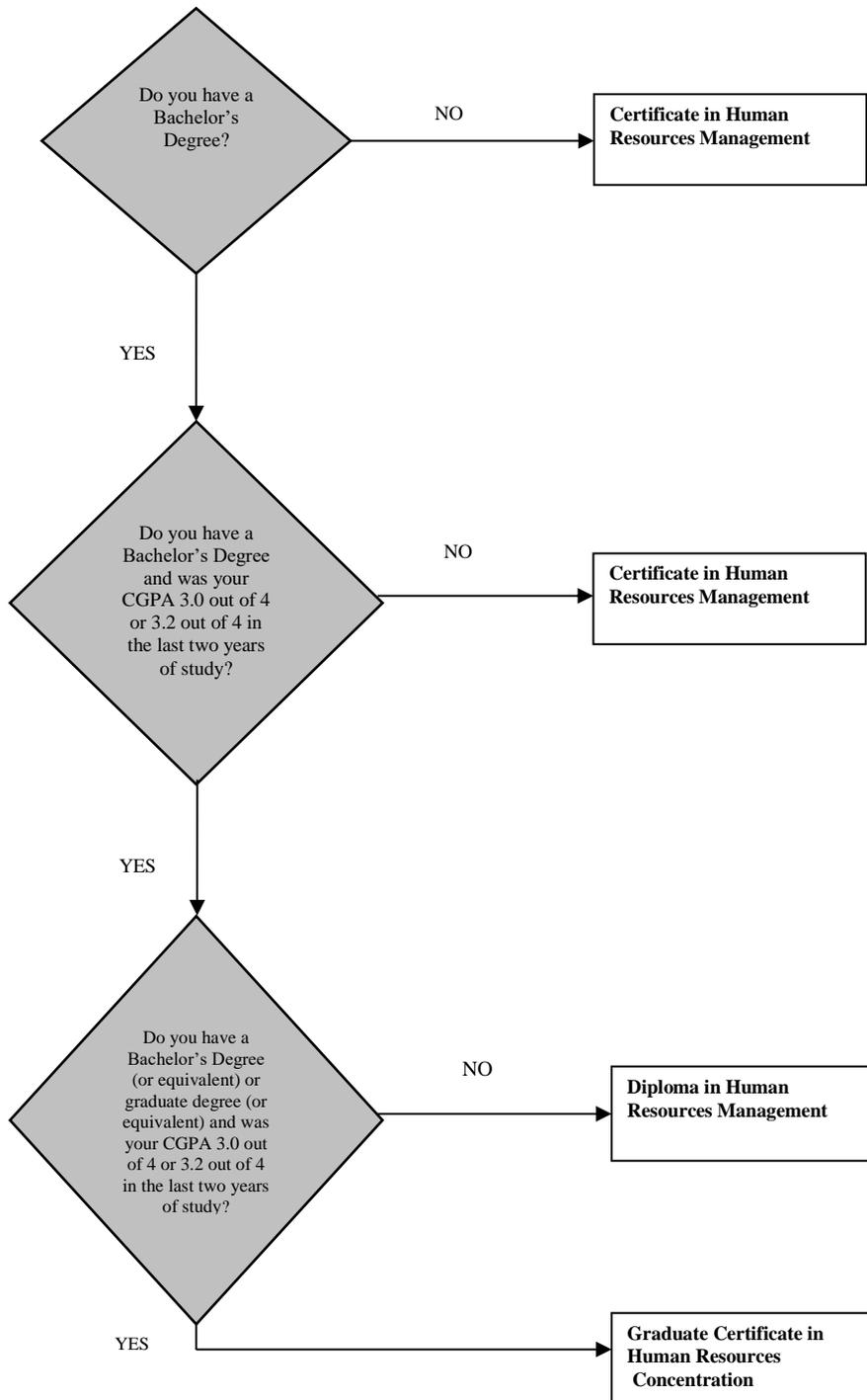
If you can function under pressure, are persuasive, fair-minded and possess integrity, this may be the career for you.

How can a McGill Program prepare you for a career in Human Resources?

The Certificate in Human Resources Management provides an introduction to the disciplines and basic practices of human resources management. In addition, the Certificate program presents an overview of the specialized functions and some of the current and future issues in the area of personnel. It prepares students for the job market and to write the CHRP exam.

Which of McGill's Human Resources Management programs is for you?

Which of the McGill offerings in Human Resources Management programs is right for me?



Note: *CGPA = Cumulative Grade Point Average

The Program

The Certificate in Human Resources Management is a 30-credit undergraduate-level program that consists of nine required three-credit courses and one three-credit complementary course.

Classes are offered once a week for 13 weeks and are generally from 6 p.m. to 9 p.m. Courses can be taken in the Fall, Winter, Spring and Summer sessions. Classes in the Spring and Summer sessions may be given in less than 13 weeks. Not all courses are offered every semester.

The certificate's program requirements are:

9 Required courses (27 credits):

CORG 225	Foundation of Organizational Behaviour and Administration
CORG 295	Employee Labour Relations and Law
CORG 416	Leading Change in Organizations
CORG 420	Human Resource Management: Theory and Practice
CORG 440	Organizational Learning and Development
CORG 445	Workforce Planning and Talent Acquisition
CORG 450	Workplace Health and Safety
CORG 470	Theories and practices of Compensation
CPAG 410	Strategic Planning and Implementation

1 Complementary course (3 credits):

CGMG 282	Introduction to Business
CGMG 445	Ethical Issues in Business Practices
CORG 395	Labour and Employment Law
CORG 415	Leading Teams in Organizations
CPAG 400	Diversity and Cross Cultural Management

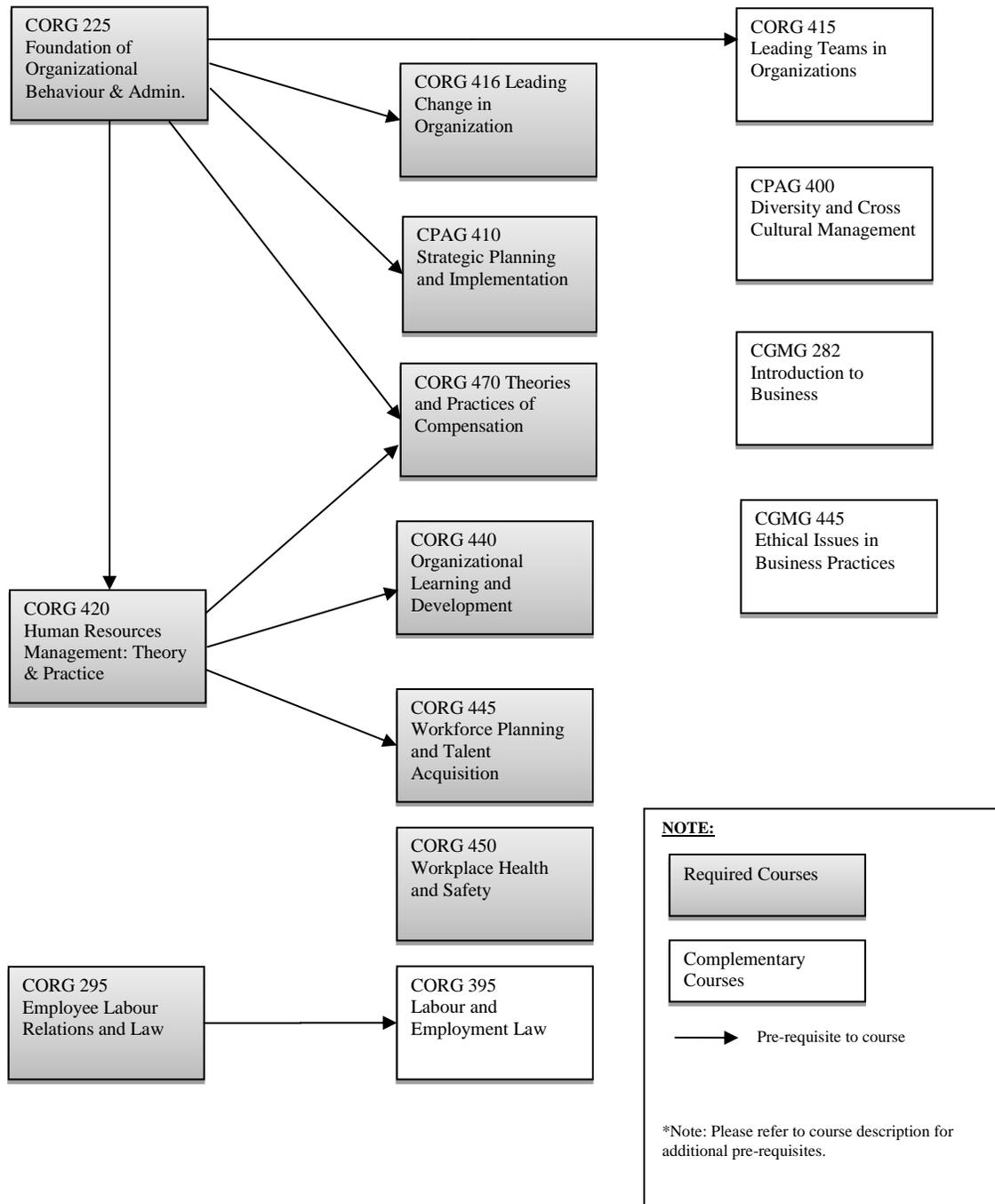
IMPORTANT NOTE:

This program is EFFECTIVE as of Fall 2019.

If you were admitted PRIOR to Fall 2019, please follow the STUDY PLAN which you were provided with at the time of your admission.

Course Sequence

Certificate in Human Resources Management



To obtain information on course offerings, please refer to the interactive timetable at:
<https://cce.mcgill.ca/itimetable/CPD/ProgramDetails/110>

Course Descriptions

CGMG 282 Introduction to Business

(3 credits)

Pre-requisites: None

A broad introduction to business based on the functional areas: accounting, finance, human resources management, industrial relations, marketing, production, and general management. For each area lectures introduce basic concepts, which students apply to cases that depict the complexity of decision-making in the business world.

CORG 295 Employee Labour Relations and Law (3 credits)

Pre-requisites: None

An overview of the history and theories of industrial relations and how they are related to today's labour-management relationships and laws. Consideration will be paid to topics such as the organization, purpose and governance of unions; legislation of labour; collective bargaining processes and the dynamic of public interest and industrial relations.

CORG 395 Labour and Employment Law

(3 credits)

Pre-requisite: INDR 294 Introduction to Labour-Management Relations or CORG 295 Employee Labour Relations and Law

Restriction: Not opened to students who have taken or are taking INDR 494.

Introduction to the basic concepts of labour law relevant to the practice of industrial relations. Historical development of labour law in certain social and legal systems and the culmination in the legislative enactments and jurisprudence of Canadian jurisdictions and certain comparative foreign models.

CORG 225 Foundation of Organizational Behaviour and Administration

(3 credits)

Continuing Studies: requirement for C.I.M.

Pre-requisites: None

This course covers diverse theories and applications such as perception, motivation, decision-making, team dynamics, negotiation, conflict management, leadership, and organizational culture. Levels of analysis are on the individual, team and organizational level.

CORG 445 Workforce Planning and Talent Acquisition

(3 credits)

Pre-requisite: ORGB 423 Human Resources Management

New trends and best practices in workforce planning and talent acquisition. Recruitment and selection will be covered from legal, theoretical, and practical perspectives. Topics covered include job analysis, competency-based profile, and employer branding. Staffing processes, metric indicators, and strategic sourcing will also be discussed.

CORG 450 Workplace Health and Safety

(3 credits)

Pre-requisites: None

Basic components of effective health and safety policies, programs and current legislation (CSST, WHMIS, safety committees) focusing on proactive management to ensure employees have clearly defined accountabilities for accident prevention: hazardous materials, loss prevention, workers' compensation claims, employee assistance plans, work life quality, preventative health issues, and ergonomic standards.

Course Descriptions (cont.)

CGMG 445 Ethical Issues in Business Practices

(3 credits)

Pre-requisite: Advanced student¹

An examination of the economic, legal and ethical responsibilities of managers in both private and public organizations. Through readings, case studies, discussions and projects, the class evaluates alternative ethical systems and norms of behaviour and draws conclusions as to the right, proper and first decisions and actions in the face of moral dilemmas. The focus of this course is on the decision process, values and consistency of values of the individual and on the impact of systems control and incentives on managerial morality.

CPAG 400 Diversity and Cross Cultural Management

(3 credits)

Pre-requisite: None

Impact of culture and diversity as major factors in managing national, international and multicultural relations within a global context and the challenges and opportunities faced. Effect on interpersonal interactions, intergroup interactions and the management of multi-cultural workforces in terms of cognition and behaviour, communication, leadership, employee engagement and negotiation. Case studies, research methods and experiential learning will facilitate theory and practical applications.

CPAG 410 Strategic Planning and Implementation

(3 credits)

Pre-requisite: None.

Theory and practice of strategic management required to facilitate strategic thinking and planning in organizations in response to changing conditions. Topics in stakeholder analysis; transforming strategic plans into policies and programs, assessing organizational performance, deploying resources, quality control, strategic communication, planning, problem solving, progress assessment; completion and evaluation.

CORG 415 Leading Teams in Organizations

(3 credits)

Pre-requisite: MGCR 222 Introduction to Organizational Behaviour or CORG 225 Foundation of Organizational Behaviour and Administration

Restriction: Not open to students who have taken or are taking ORGB 420

An overview of leadership theories and models related to the management of teams in organizational settings. Topics such as team dynamics, underlying factors to successful and ineffective teamwork, strategies for supporting managers in improving team performance and team building will be addressed. In addition, practical strategies and leadership skills for leading teams will be applied and developed.

CORG 416 Leading Change in Organizations

(3 credits)

Pre-requisite: MGCR 222 Introduction to Organizational Behaviour or CORG 225 Foundation of Organizational Behaviour and Administration

Restriction: Not open to students who have taken or are taking ORGB 421

An overview of theories and models on leading and managing organizational change. Topics such as leaders spearheading change, the change process, preventing and addressing resistance to change, and creating consensus and buy-in will be covered. Change models, theories and techno-structural methods will be applied using contemporary Canadian case studies.

¹ *Advanced Student – a student who has completed the required courses in the Certificate in Human Resources Management program.*

Course Descriptions (cont.)

CORG 420 Human Resources Management: Theory and Practice (3 credits)

Pre-requisite: MGCR 222 Introduction to Organizational Behaviour or CORG 225 Foundation of Organizational Behaviour and Administration

This course provides a comprehensive overview of human resources management (HRM) and an understanding of the strategic role HRM plays in the work environment. It introduces students to current HRM concepts, skills and practices, focusing on both theory and its practical application. Topics include: human resources planning, job analysis and design, recruitment selection and retention, training, performance management, organizational development and change, compensation and benefits, labour relations, legal issues, and strategic issues and challenges in HRM.

CORG 440 Organizational Learning and Development (3 credits)

Pre-requisite: ORGB 423 Human Resources Management

Review of major models of learning and development from a systemic point of view. Assessing and understanding the difference between training and development. Topics include: learning organizations, training issues, training programs, skills development, transfer of learning, planning, conceptualization, design, implementation and evaluation of training and career development programs.

CORG 470 Theories and Practices of Compensation (3 credits)

Pre-requisite: (MGCR 222 Introduction to Organizational Behaviour or CORG 225 Foundation of Organizational Behaviour and Administration) & (ORGB 423 Human Resources Management or CORG 420 Human Resources Management: Theory & Practice)

An overview of organizational behaviour theories related to compensation management. Policies and practices relative to compensation and its relationship with motivation are discussed. Topics such as feedback loops and job evaluation; salary scales; performance-based pay; special employee groups and pay equity law will be covered using real world case studies.

Admission Requirements

To be admitted to an Undergraduate Certificate in Human Resources Management:

- Applicants must hold a CEGEP diploma (DCS, DEC or equivalent) OR
- Applicants who do not have the normal academic background for admission but are 21 years of age and older may be admitted as mature students OR
- Applicants between 18 and 21 years of age who do not have a CEGEP diploma but have at least a high school leaving certificate may be accepted into a qualifying program (a copy of the certificate must be provided).

Admission Procedures

To Apply to the *Certificate in Human Resources Management* Online Please Follow The Steps Listed Below:

Please follow the steps below:

STEP 1:

- Go to <https://www.mcgill.ca/continuingstudies/>
Click on “Apply”
Click on “Graduate Programs”

STEP 2:

Verify on the “**Apply for Admission to a Program**” page, the “Application Deadlines” for Canadian/Permanent Residents or International Students to ensure that you submit your application before the term deadline.

STEP 3:

- **Review your Admission Requirements:** Once you have checked your application against all the requirements, you will be ready to apply to the program.
- Before you proceed you will need:
A valid **email address** and a **credit card** (Visa, MasterCard or American Express).

STEP 4:

- Once you are ready to apply online:
Click on “**Click here now**” to bring you to the Application for Admission page.
- Click on the red bold “**Apply Now**” on the Application for Admission page.
(Do **not** apply through “uApply” link).
- Fill in the login information on the “Admissions Login” page and the Biographical Information.
- On the “Apply for Admission” page, fill in the information requested.
NOTE: When asked: “What are you applying for at McGill”, click on “Continuing Studies”
- Select the program you are applying to on the “Program Choice Selection” page.
- Continue to fill in the remainder of the application. (All sections to be completed are indicated in the textbox on the left hand side of the screen).

STEP 5:

- Once you have applied online, you will receive a confirmation email providing you with a McGill ID number and a 6-character **PIN (Personal Identification Number)**.
- You will need to use this information to **log into MINERVA** (www.mcgill.ca/minerva) (McGill’s web-based information system for students) so that you can upload documents required for admission and follow-up on your status of your application.

STEP 6:

- Once your application has been received and you have access to your Minerva account, you will be able to **upload your supporting documentation**, including a copy of transcripts. (A copy of your transcript with confirmation of degree awarded and date of graduation).
- Uploading your documents will speed up your application process and is strongly recommended.
- For instructions on how to proceed, please go to: www.mcgill.ca/applying/submitting-your-documents/uploadingdocuments/

(If you are unable to upload the documents, you can send them by regular mail or bring them in person to our Client Services office at the address above).

STEP 7:

- **Sending official transcripts: All transcripts received via the upload process are considered unofficial.** If transcripts are required for your application, you will also need to have any official transcripts sent directly to the School by mail, in a sealed envelope by the educational institution(s) where you studied.

What is an Official Transcript?

If you have studied at an institution:

- In Canada or the United States – you will need to request a copy of your official transcripts (your marks) from that institution which the institution will mail to the address below in a sealed envelope with the official institution’s logo.
 - Outside of Canada or the United States, - you will need to request a copy of your official transcripts (your marks) from that institution which the institution will mail to the address below in a sealed envelope with the official institution’s logo.
 - **Note:** In cases where the language of instruction at the institution is not English or French, you must also send an official translation of the official transcript certified by a representative from the **Ordre des traducteurs, terminologues et interprètes agréés du Québec (OTTIAQ - <http://ottiaq.org/>)**.
- You need to request **official transcripts** as soon as possible once your application has been submitted to the School of Continuing Studies. Your Educational Institution must then mail these directly to the appropriate office below:

Client Services c/o Admissions

McGill University – School of Continuing Studies
688 Sherbrooke Street West, Room 1125
Montreal, QC
Canada, H3A 3R1

- **Important:** You must make sure you apply by the application deadline. However, if you have any outstanding supporting documents at the time of your application, you may upload them as they become available or forward them directly to the School of Continuing Studies as soon as possible. Your admission application will only be completed once the School has received all of the required documents.
- **Note:** All required documents received by McGill University School of Continuing Studies become the property of the university. Official documents and/or transcripts will not be returned to the applicant.
- **Note:** Transcripts received by McGill University's School of Continuing Studies cannot be transferred to any other department or program as it would constitute submitting a new application. Therefore, you must submit a new sealed envelope of your official transcripts for each application made to McGill University's School of Continuing Studies.

Language Requirements

- The **language of instruction** for most courses and programs at McGill is English; however, students may submit any written work that is to be graded in English or French, except in cases where knowledge of the language is one of the objectives of the course.
- Applicants must demonstrate an adequate level of **proficiency in English prior to admission**, regardless of citizenship status or country of origin. McGill University has this language requirement in place to ensure that all students are provided with the opportunity to succeed in their chosen program.
- In all cases, the University reserves the right to require **proof of English** proficiency if it is deemed necessary. For additional information, please click on the link below.

<https://www.mcgill.ca/continuingstudies/language-policy>

Exemption by Examination

Students admitted to a Certificate, Graduate Certificate or Diploma program requiring a pre-requisite or co-requisite course, must provide proof that they have taken an equivalent 3 credit course, at the appropriate level elsewhere or successfully completed the Exemption by Examination test. Otherwise the student must register for the course.

- Please note that the Exemption by Examination test is **not applicable to required or complementary course(s)** within a program.
- You cannot take the Exemption by Examination test if you have already attempted the course (a grade of W is considered as have attempted the course).
- If you are unsuccessful in the Exemption by Examination test(s) you will not be permitted to repeat the test(s) and must instead enroll in the course(s) for which the particular test(s) was taken.

You must be admitted into a program or have applied to a program to be eligible to write the Exemption by Examination test. (The test is optional).

For more information on how to obtain a course exemption by means of a challenge exam, please consult the Exemption by Examination form available on our website at:

<https://www.mcgill.ca/continuingstudies/recognition-prior-learning>

Student Awards and Financial Aid

Note: The amount and number of McGill University's School of Continuing Studies Bursaries, Scholarships, and Graduating Prizes issued varies from year to year, depending on funds received and their specifications.

McGill University's School of Continuing Studies Bursaries

The School of Continuing Studies will post the application form and eligibility requirements for the active term on its website. Please refer to link below for further information.

<https://www.mcgill.ca/continuingstudies/student-awards-and-financial-aid>

McGill University's School of Continuing Studies Scholarships

For a list of McGill Scholarships, please consult the McGill School of Continuing Studies website by clicking on the link below.

<https://www.mcgill.ca/continuingstudies/student-awards-and-financial-aid>

McGill University's School of Continuing Studies Graduating Prizes

For a list of McGill SCS Graduating Prizes, please consult the McGill School of Continuing Studies website by clicking on the link below.

<https://www.mcgill.ca/continuingstudies/graduating-students>