

dCourse Details	
Course Code: MHS520	Professor:
Course Title: Human Resources Management	E-Mail:
Program: Master in Healthcare Management	Term:
Credits: 3	Schedule:
Contact Hours: 48	Delivery:
Prerequisites:	Campus: AU Sunnybrook Road
Course General Information	

Course Description:

This course offers a comprehensive exploration of human resources management (HRM) within healthcare organizations. It emphasizes analyzing, designing, and operating organizational systems through a systematic approach to managing personnel and human resources.

Students will delve into behavioral science, addressing individual, interpersonal, and small group behaviors within complex healthcare systems.

Topics include recruitment, employee evaluation, performance management, compensation, and training. The course covers practical strategies for resolving conflicts, ensuring compliance with healthcare laws such as the Affordable Care Act (ACA), and leveraging information technology for enterprise risk management. Case studies and real-world applications will help students develop skills essential for managing HR in dynamic healthcare environments.

Course Learning Outcomes (CLOs)

In this course, students will develop essential human resources management competencies for organizational performance in healthcare settings, with an emphasis on strategic talent acquisition, performance management, staff development, and ethical practices. The coursework will explicitly strengthen the following competencies: Organizational Awareness, Accountability, Analytical Thinking, Communication Skills, Interpersonal Understanding, Team Leadership, Strategic Orientation, Project Management, Performance Measurement, Professional & Social Responsibility, Human Resource Management, Self-Awareness, and Self-Confidence. As a result, future leaders will be able to attract, retain, and engage talent; ensure regulatory compliance; and foster positive workplace cultures oriented toward continuous improvement and innovation across healthcare systems.

- **CLO 1.** Analyze human resource management principles and workforce practices within the organizational context of healthcare institutions.
- **CLO 2.** Apply workforce planning, recruitment, development, and performance management strategies to support healthcare organizational goals.
- **CLO 3.** Apply effective communication and interpersonal strategies to manage employee relations and support collaborative healthcare teams.
- **CLO 4.** Evaluate workforce-related challenges and recommend appropriate managerial responses that promote accountability, performance, and organizational effectiveness.
- **CLO 5.** Evaluate human resource decisions using professional, ethical, and socially responsible management principles.

- **CLO 6.** Develop strategic and innovative approaches to workforce and organizational challenges in dynamic healthcare environments

CLO - Competency - PLO Alignment Matrix.

The following matrix demonstrates the alignment among the Course Learning Outcomes (CLOs), the MSHM program competencies, and the corresponding Program Learning Outcomes (PLOs). It illustrates how each course outcome contributes to the progressive development of the knowledge, skills, and professional behaviors expected of MSHM students.

Course Learning Outcome	Competencies	PLO Alignment
CLO 1	Organizational Awareness; Human Resource Management; Analytical Thinking	PLO1, PLO2
CLO 2	Human Resource Management; Strategic Orientation; Performance Measurement; Project Management	PLO1, PLO6
CLO 3	Communication Skills; Interpersonal Understanding; Team Leadership	PLO1, PLO3
CLO 4	Analytical Thinking; Accountability; Performance Measurement; Organizational Awareness	PLO1, PLO2, PLO6
CLO 5	Professional & Social Responsibility; Accountability	PLO4
CLO 6	Strategic Orientation; Innovation; Human Resource Management; Project Management	PLO1, PLO2, PLO6

Module Alignment

The following table identifies the principal assessed evidence used in each module to demonstrate achievement of the aligned course learning outcomes and program competencies. Simulations provide applied evidence and are complemented by case analyses, essays, projects, presentations, discussions, and the cumulative multicultural workforce management program.

Module	Topic	Primary Assessment Evidence	CLO Alignment
1	Human Capital Management	Human Capital/organizational alignment case analysis and executive discussion; People Express & the Limits of Humanistic HRM Simulator	CLO 1, CLO 3, CLO 4, CLO 5
2	Recruitment and Staffing	Ethical Recruitment Case Analysis; Healthcare Staffing & Recruitment Simulator	CLO 2, CLO 3, CLO 4, CLO 5

3	Compensation and Benefits	Comparing Compensation Strategies and Employee Motivation Group Project; Compensation, Communication & Relationships Simulator	CLO 1, CLO 2, CLO 3, CLO 4, CLO 5
4	Performance Management Systems	Performance Management System Group Project; Evaluating Performance Metrics Essay; Critical Thinking in Performance Management Simulator	CLO 2, CLO 3, CLO 4, CLO 5, CLO 6
5	Employee Training and Development	Training Program Outcomes Case Analysis; Training and Development Program Group Presentation; Talent Development Strategies Simulator	CLO 1, CLO 2, CLO 3, CLO 4, CLO 6
6	Legal and Ethical Considerations in HRM	Ethical HRM Case Analysis; Legal Frameworks in Ethical HRM Decisions Essay; Ethical Dilemmas in HRM Simulator	CLO 2, CLO 3, CLO 4, CLO 5
7	Global HR Management and Future Issues	International HRM Case Analysis; Global HR Challenges in Healthcare Organizations Essay	CLO 1, CLO 3, CLO 4, CLO 5, CLO 6
8	Managing Multicultural Teams	Managing Diversity in Healthcare Case Analysis; Multicultural Management Program; Group Presentation and Defense	CLO 1, CLO 2, CLO 3, CLO 4, CLO 5, CLO 6

In this course, students will develop core competencies essential for effective human resource management in healthcare organizations. Emphasis will be placed on human capital alignment, recruitment and staffing, compensation and benefits, performance management, employee training and development, and legal and ethical considerations. Students will also examine global human resource challenges and strategies for managing diverse and multicultural healthcare teams.

Through simulations, case analyses, essays, collaborative projects, discussions, and presentations, students will apply evidence-based approaches to workforce planning, employee motivation, performance evaluation, and talent development. Upon completion, students will be equipped to recommend ethical human resource practices, align workforce initiatives with organizational goals, and develop and defend a multicultural workforce management program that supports collaboration, employee development, and organizational effectiveness.

Course materials/learning resources:

Textbook: Healthcare Human Resource Management Search Product Image, 9780357512449 by Walter J. Flynn, Sean Valentine, Patricia Meglich 4th Edition | Copyright 2021

Textbook: MindTap for Human Resource Management by Sean Valentine, Patricia Meglich, Robert L. Mathis, John H. Jackson, 16th Edition | Copyright 2020

Assessment Classification and CLO Alignment

The following distribution identifies the graded evidence for each assessment category. Foundational components assess accurate explanation, comparison, and structured self-awareness. Higher-level components require workforce analysis, system and intervention design, ethical and legal judgment, stakeholder communication, implementation planning, performance measurement, and justified recommendations. The assigned level must be reflected in the scoring rubric.

Assessment	Weight	CLO	Competency	Level	Classification rationale
Foundational readings, discussions, self-assessments, and reflections	30%	CLO 1, CLO 3, CLO 5	Human Resource Management; Organizational Awareness; Interpersonal Understanding; Communication Skills	Lower	Verifies accurate explanation and comparison of HRM concepts, laws, workforce practices, communication principles, and structured professional self-awareness.
Human-capital, staffing, and recruitment analysis	15%	CLO 1–2, CLO 4–5	Human Resource Management; Analytical Thinking; Organizational Awareness; Accountability	Higher	Requires workforce diagnosis, staffing analysis, equitable recruitment decisions, evidence-based selection practices, and a justified managerial response.
Compensation, employee relations, and communication	10%	CLO 2–4	Human Resource Management; Communication Skills; Interpersonal Understanding; Analytical Thinking	Higher	Requires comparison of reward alternatives, interpretation of employee and organizational effects, relationship management, and defensible recommendations.
Performance-management system and critical reflection	15%	CLO 2–4, CLO 6	Human Resource Management; Performance Measurement; Project Management; Analytical Thinking	Higher	Requires system design, measurable standards, feedback and development processes, implementation planning, and critical evaluation of decisions.
Talent development, career mapping, and succession planning	10%	CLO 2, CLO 4, CLO 6	Human Resource Management; Project Management; Innovation; Strategic Orientation	Higher	Requires needs analysis, talent mapping, individual development planning, evaluation metrics, ROI reasoning, and organizational continuity recommendations.
Legal, ethical, and global	10%	CLO 1,	Professional and Social Responsibility;	Higher	Requires application of legal and ethical frameworks,

workforce analysis		CLO 4–6	Human Resource Management; Analytical Thinking; Strategic Orientation		analysis of global workforce risks, stakeholder consequences, and evidence-based policy recommendations.
Multicultural workforce-management capstone	10%	CLO 1–6	Multiple competencies	Higher	Requires integration of workforce data, cultural analysis, inclusive HR practices, implementation planning, KPI design, teamwork, presentation, and defense.

Grading Scale Policy

Performance Level	Grade	Percentage
Exceeds Expectations	A	90–100%
Meets Expectations	B	80–89%
Minimally Meets Expectations	C	70–79%
Does Not Meet Expectations	D/F	Below 70%

This format is consistent with graduate-level expectations: a grade of C (70–79%) represents the minimum course performance level, while competency achievement is documented at the criterion level using the 80% benchmark.

Assessment Category	Earned Percentage
Foundational readings, discussions, self-assessments, and reflections	30%
Human-capital, staffing, and recruitment analysis	15%
Compensation, employee relations, and communication	10%
Performance-management system and critical reflection	15%
Talent development, career mapping, and succession planning	10%
Legal, ethical, and global workforce analysis	10%
Multicultural workforce-management capstone	10%
Total	100%

Note: The grade will be released weekly during the academic term and according to the curriculum, the learning pace and the performance of the students in this class.