Graduate Certificate in Human Resources Management

Content

Career and Professional Development
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Improve
your career
prospects

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. The role of the human resource professional includes building, coaching, advising and developing working relationships between employers and employees.

HRM responsibilities may include:

- Staffing, recruitment and selection
- Training and development
- Performance management
- Compensation design and management
- Organizational effectiveness

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.

How can a McGill's School of Continuing Studies Program prepare you for a career in Human Resources?
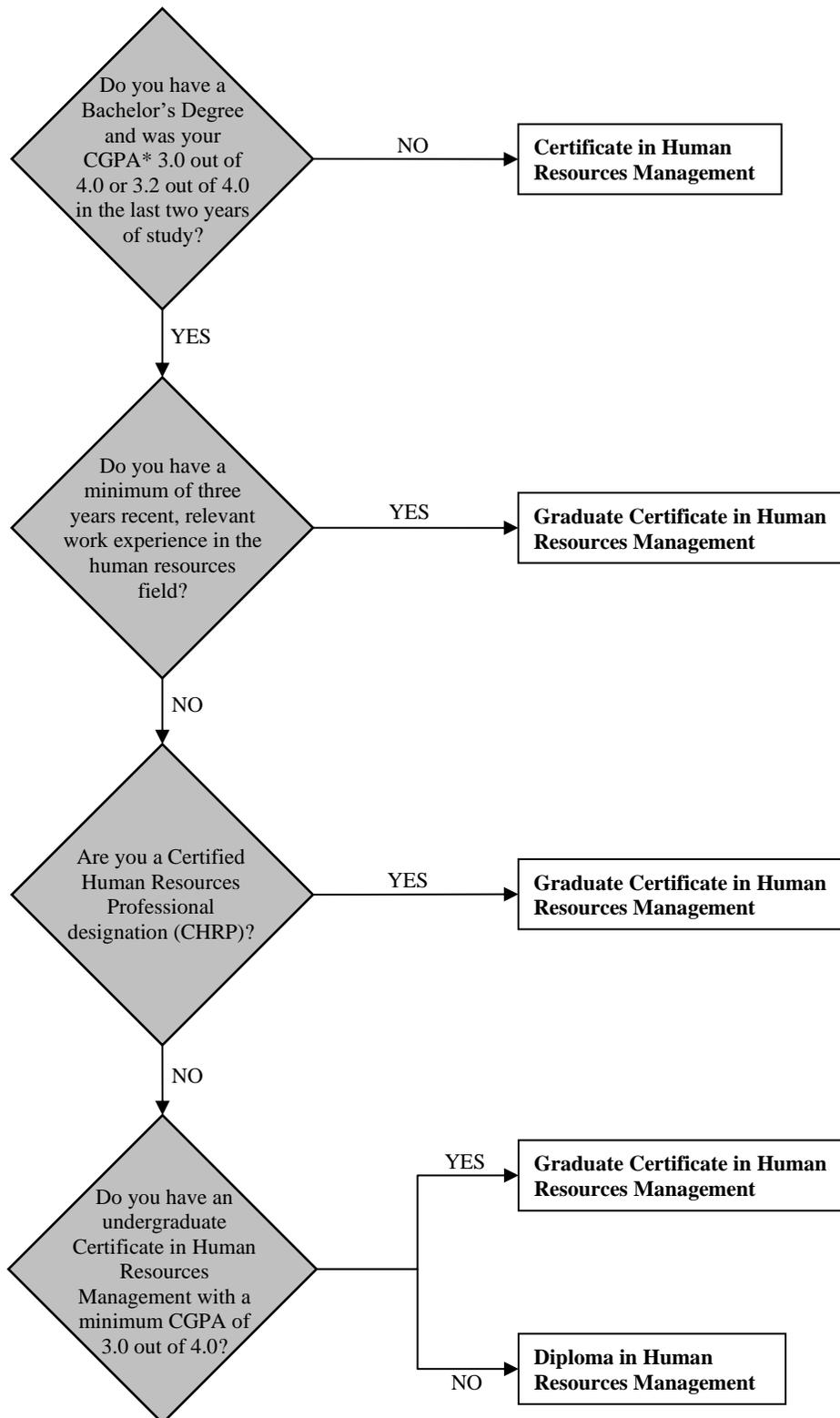
The Graduate Certificate Human Resources Management (HRM) program provides an introduction to the discipline and core practices of HRM. In addition, the programs present an overview of the specialized functions and some of the current and future issues in the area of HRM. Emphasis is placed on job related skills and knowledge used in the field of human resources in this program.

This program is designed in particular to meet the needs of graduates from undergraduate programs (e.g. Management, Business Administration, Industrial Relations, Industrial Psychology), who would like to complete five (5) HRM courses as part of their on-going professional development or to increase their opportunities for employment.

If you have completed a Bachelor's of Commerce or a Bachelor's or Arts (Industrial Psychology) or a Masters of Business Administration (MBA) or equivalent degree, this Graduate Certificate will help you enter or reposition your professional or managerial career. This graduate level certificate can also contribute to your professional development if you graduated from other Diploma in Management programs and would like to expand your understanding of HRM.

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?

Do you have a Bachelor's Degree and was your CGPA* 3.0 out of 4.0 or 3.2 out of 4.0 in the last two years of study?

NO → **Certificate in Human Resources Management**

YES ↓

Do you have a minimum of three years recent, relevant work experience in the human resources field?

YES → **Graduate Certificate in Human Resources Management**

NO ↓

Are you a Certified Human Resources Professional designation (CHRP)?

YES → **Graduate Certificate in Human Resources Management**

NO ↓

Do you have an undergraduate Certificate in Human Resources Management with a minimum CGPA of 3.0 out of 4.0?

YES → **Graduate Certificate in Human Resources Management**

NO → **Diploma in Human Resources Management**

Note: *CGPA = Cumulative Grade Point Average

The Program

The Graduate Certificate in Human Resources Management consists of four 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. Some courses may be held on Saturdays during the day. 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 graduate certificate's program requirements are:

Co-requisite course:

CORG 551   Behaviour in Organizations

                  (this course can be taken with CORG 555)

4 Required courses (12 credits):

CORG 555	Strategic Human Resources Management
CORG 560	Staffing Organizations
CORG 561	Developing Human Resources
CORG 562	Total Compensation and Rewards

1 Complementary course (3 credits):

CGM2 510	Project Management: Tools and Techniques
CORG 553	Employee and Labour Relations
CORG 554	Managing Occupational Health and Safety
CORG 557	Talent and Performance Management
CORG 565	Human Resources Information Systems: HRIS
CPL2 510	Communication and Networking Skills
CPL2 532	Leading Change
CPL2 534	Leading in Diverse and Global Workplaces

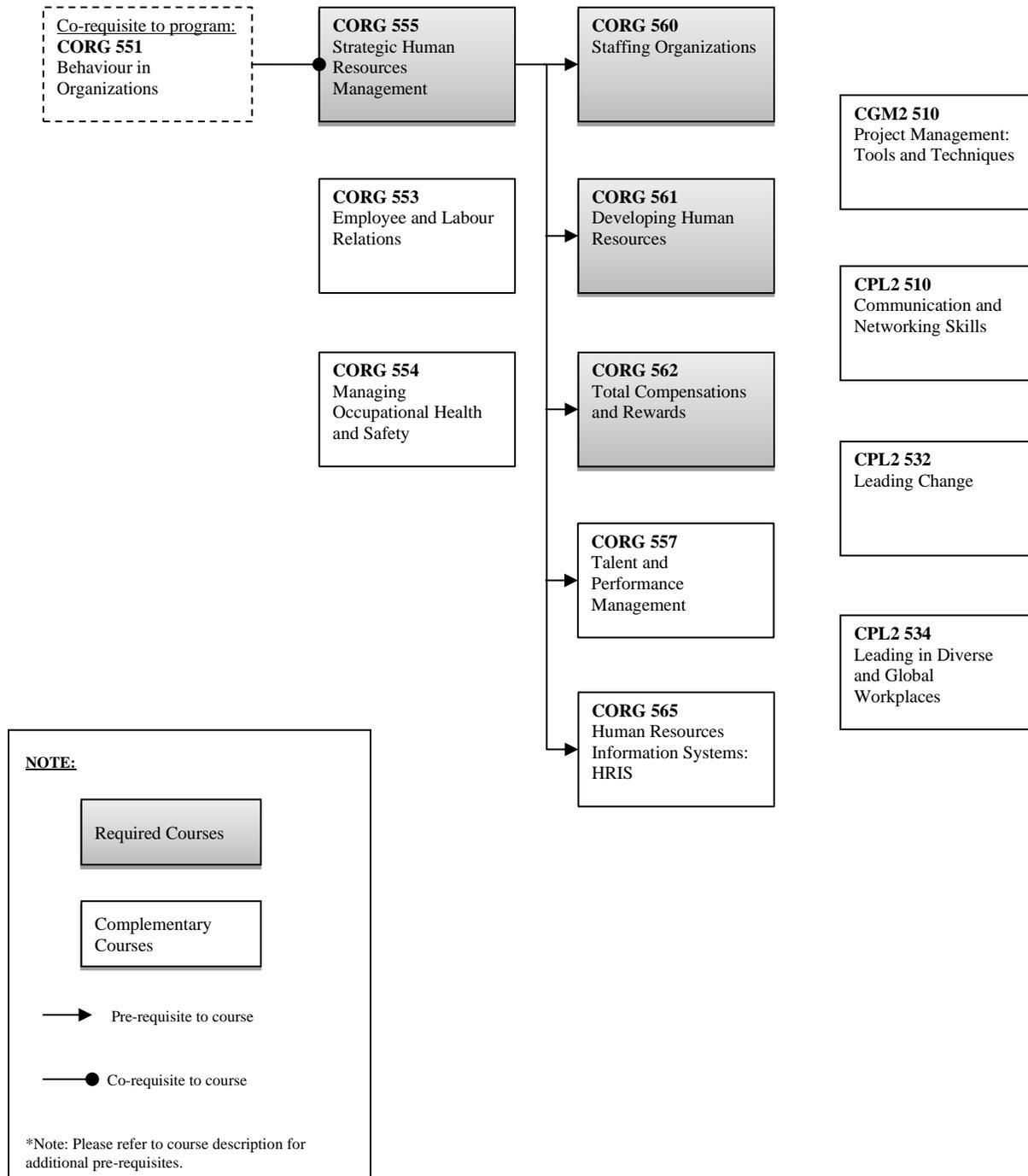Note: All courses are 3 credits unless otherwise stated.

Important Note:

This program is EFFECTIVE as of Fall 2018.

If you were admitted PRIOR to Fall 2018, please follow the STUDY PLAN which you were provided with at the time of your admission.

Course Sequence

Graduate Certificate in Human Resources Management

Co-requisite to program:
CORG 551
Behaviour in Organizations

CORG 555
Strategic Human Resources Management

CORG 560
Staffing Organizations

CGM2 510
Project Management: Tools and Techniques

CORG 553
Employee and Labour Relations

CORG 561
Developing Human Resources

CPL2 510
Communication and Networking Skills

CORG 554
Managing Occupational Health and Safety

CORG 562
Total Compensations and Rewards

CPL2 532
Leading Change

CORG 557
Talent and Performance Management

CPL2 534
Leading in Diverse and Global Workplaces

CORG 565
Human Resources Information Systems: HRIS

NOTE:

Required Courses

Complementary Courses

→ Pre-requisite to course

●— Co-requisite to course

*Note: Please refer to course description for additional pre-requisites.

To obtain information on course offerings, please refer to the interactive timetable at:
https://cce.mcgill.ca/itimetable/cpd/ProgramDetails/39

Course Descriptions

CGM2 510 Project Management: Tools and Techniques   (3 credits)
Pre-requisites: None

Focus on main concepts and theories of project management from initiation to close-out. Topics include: project life cycle, planning, scheduling, implementing, monitoring, controlling, close-out and ethics. The concepts presented apply to projects of various sizes, types and degrees of complexity.

CORG 551 Behaviour in Organizations   (3 credits)
Pre-requisites: None

The implications for management and the essential concepts of social psychology such as motivation, perception, attitude change and organization. Group and organizational dynamics will be the major emphasis of the course. Classroom discussion and student participation is encouraged.

CORG 553 Employee and Labour Relations   (3 credits)
Notes: Restricted to students in the graduate HR and Health Care programs or with Departmental approval.
Pre-requisites: None

Industrial relations framework, its legal, political, social, economic, ecological and ethical subsystems. Processes governing union-management relations, collective bargaining and dispute resolution, and the roles of executives, supervisors, employees, employee representatives, HR-IR professionals in effective employee relations in unionized and non-unionized environments.

CORG 554 Managing Occupational Health and Safety   (3 credits)
Notes: Restricted to students in the Diploma in Human Resources Management, Diploma in Management
          (Human Resources concentration), and Grad. Certificate in Human Resources Management.
Pre-requisite: None

How to develop, implement and manage effective health and safety programs; competencies and roles of employees, supervisors, executives and HR; strategic, legal and ethical implications of legislation, risk behaviour; socio-psychological aspects of mental and physical health and safety issues; communications and training strategies.

CORG 555 Strategic Human Resources Management   (3 credits)
Notes: Restricted to students in the Diploma in Human Resources Management, Diploma in Management
          (Human Resources concentration), and Grad. Certificate in Human Resources Management.
Co-requisite: CORG 551

Linking HRM and business strategy; role of HR in the organization and alignment with strategic management. Overview of HR functional areas and the competencies required to become a successful HR professional; impact of HR policies, processes and practices on employees, teams and organizations, including legal and ethical implications.

CORG 557 Talent and Performance Management   (3 credits)
Pre-requisite: CORG 2555

Talent and Performance Management focuses on succession planning and performance management systems, processes and tools. Topics include: performance management strategies, measurement, indicators and reviews. The goal is to select effective and practical processes, methods, and tools to assess and increase current and future organizational performance.

CORG 560 Staffing Organizations   (3 credits)
Notes: Restricted to students in the Diploma in Human Resources Management, Diploma in Management
         (Human Resources concentration), and Grad. Certificate in Human Resources Management.
Pre-requisite: CORG 2555

HR planning and succession planning; organizational and job analysis; recruitment and selection processes which enhance individual performance and organizational effectiveness; recruitment and selection planning; validation and evaluation measurements. Strategic, legal and ethical implications of staffing practices and decisions will be analyzed.

CORG 561 Developing Human Resources   (3 credits)
Notes: Restricted to students in the Diploma in Human Resources Management, Diploma in Management
         (Human Resources concentration), and Grad. Certificate in Human Resources Management.
Pre-requisite: CORG 2555

Human performance technology and organizational learning models address individual, team and organizational performance problems: diagnosing workplace situations, identifying causes, selecting appropriate interventions, implementing change, and evaluating results; increasing client capability delivering results while considering internal and external factors affecting performance (competing pressures and resource constraints); strategic, legal and ethical implications.

CORG 562 Total Compensation and Rewards   (3 credits)
Notes: Restricted to students in the Diploma in Human Resources Management, Diploma in Management
         (Human Resources concentration), and Grad. Certificate in Human Resources Management.
Pre-requisite: CORG 2555

Strategic compensation management within a behavioural framework to understand rewards and motivation, work satisfaction and performance. Use of financial and non-financial rewards to attract, retain and motivate. Legal, economic, ethical and culture-fit issues in the design and implementation of direct and indirect compensation policies and systems.

CORG 565 Human Resources Information Systems: HRIS   (3 credits)
Notes: Restricted to students in the Diploma in Human Resources Management, Diploma in Management
         (Human Resources concentration), and Grad. Certificate in Human Resources Management.
Pre-requisite: CORG 2555

How to measure human resources management value and effectiveness; data sources relevant to strategic, operational, legal and ethical HR decisions: acquiring and analyzing data from HRIS, internet, surveys; methods to ensure validity of HR metrics. Survey of specialized computerized HRM applications.

CPL2 510 Communication and Networking Skills   (3 credits)
Pre-requisites: None

This course will provide students with leadership skills pertaining to communication and networking in the workplace. Topics covered include influencing, appraising situations, business networking, teamwork and delivering effective presentations.

CPL2 532 Leading Change   (3 credits)
Pre-requisites: None

Leading and managing change issues, including the leader as a change agent and the change process itself. Various models of change and change leadership will be reviewed, as well as follower reluctance or resistance to change and strategies that leaders can use to gain follower commitment.

CPL2 533 Developing Leadership Skills   (3 credits)
Pre-requisite: CORG 551

This course presents an overview of leadership theories and applications. It provides students with an understanding of why and how leadership skills are critical to organizational success. Students will learn to apply and develop their own leadership skills to work effectively with others in an organizational setting.

CPL2 534 Leading in Diverse and Global Workplaces   (3 credits)
Pre-requisite: None

Exploring leadership within a global and diverse context. A variety of trends that have made managing workforce diversity an essential competency for future leaders are reviewed, as are the emerging skills that managers need to develop to succeed in a global environment.

Professional Associations

If you have general questions about the professional practice of human resources, you may visit the following websites:

- The Canadian Council of Human Resources Associations (CCHRA): https://cphr.ca/cphr-canada/about-us/

- CCHRA's member associations: https://cphr.ca/cphr-canada/member-associations/

- The Society for Human Resources Management: http://www.shrm.org

- The Human Resources Planning Society: http://www.hrps.org

- The International Public Management Association for Human Resources: http://www.ipma-hr.org

L'Ordre des conseillers en ressources humaines et en relations industrielles agréé du Québec (Ordre des CRHA)

L'Ordre des CRHA is the primary reference organization in its field in Quebec. It has a membership of close to 10,000 professionals, candidates and students, including conseiller en ressources humaines agréé (CRHA) and conseiller en relations industrielles agréé (CRIA). It is the only organization devoted to the protection of the public authorized by the Professional Code to confer these professional designations.

Active in all sectors, CRHAs and CRIAs contribute to the development and maintenance of a healthy working atmosphere and a safe, efficient organizational environment that respects the uniqueness of each and every employee. They also represent employers and employees in various areas of HR management, from industrial relations to staffing, training, occupational health and safety, organizational development and compensation.

Students who are interested in membership or further information concerning l'ordre des CRHA should contact:

> 1200 McGill College Avenue, Suite 1400
> Montreal, Quebec H3B 4G7
> Telephone: (514) 879-1636 ext. 221
> Email: info@ordrecrha.org
> Website: https://ordrecrha.org/ordre/ordre/communiquez-avec-nous

Please note, students who hold a Bachelor's Degree in Commerce or a Bachelor's Degree in Arts (Industrial Relations or Industrial Psychology or equivalent), AND wish to fulfill the requirements of the ORHRI must complete the Diploma in Human Resources Management program.

Admission Requirements

1. Applicants must meet one of the following requirements:

   a. must have a Bachelor's Degree (or equivalent). The minimum CGPA required in the Bachelor's degree is 3.0 out of 4.0; or a minimum CGPA of 3.2 out of 4.0 in the equivalent of the last two years of full-time university-level academic studies. Applicants must also have a minimum of three years recent, relevant work experience in the human resources field. Applicants must provide their curriculum vitae and two letters of reference.

   b. must have a Bachelor's Degree (or equivalent). The minimum CGPA required in the Bachelor's degree is 3.0 out of 4.0; or a minimum CGPA of 3.2 out of 4.0 in the equivalent of the last two years of full-time university-level academic studies. Applicants must also have a Certified Human Resources Professional designation (CHRP). Applicants must provide their professional designation document.

   c. must have a Bachelor's Degree (or equivalent). The minimum CGPA required in the Bachelor's degree is 3.0 out of 4.0; or a minimum CGPA of 3.2 out of 4.0 in the equivalent of the last two years of full-time university-level academic studies. Applicants must also have an undergraduate Certificate in Human Resources Management with a minimum CGPA of 3.0 out of 4.0.

2. If your CGPA is lower than the above requirement, please submit the following for consideration with your application and official transcript.

   a. **Letter of Intent**: A letter, 1 to 2 pages in length single-spaced, written in English or French, which addresses the following:

      ▪ basis for interest in the program;

      ▪ your knowledge that would be pertinent to the program;

      ▪ your interest in the field of study and the reasons for applying to our program

      ▪ plans for integrating the training into your current or future career;

      ▪ a description of your professional experience and its relevance, if applicable, to the program

      ▪ awards received or other contributions;

      ▪ any additional information relevant to your application.

   b. **Curriculum Vitae**

   c. **Two Letters of Reference**: At least one should be from a current or former employer.

   d. **GMAT and/or GRE Test Score Results (optional)**: Submit a copy of the official test score results.

Admission Procedures

STEP 1: PREPARE

1. Choose the program (certificate, diploma, graduate certificate or graduate diploma) you would like to apply to.
2. Verify the **Application Deadlines** to ensure that you submit your application in time.
3. Ensure you have a valid email address and credit card on hang to pay for the application fee (Visa, Master Card or America Express).
4. From the **list of programs,** click on the program you would like to apply to.
5. Review the admission requirements for the program to ensure you meet the criteria.
6. Ensure you have all necessary documentations required for your application as indicated in the "Documents Required" section.

STEP 2: APPLY

1. Click "Apply Now" at the top of the program page or go to https://mcgill.ca/x/4Um and click "Apply Now".
2. If you have a Login ID and PIN, enter them now, of if not, create one and log in.
3. Click on "Begin New".
4. Enter the information requested and click "Continue".
5. When asked, "What are you applying for at McGill?", click on "Continuing Studies".
6. On the next page, select the program you would like to apply to.
7. Complete the rest of the application with all required information and submit.
8. You will receive a confirmation email providing you with a McGill ID number and a PIN. Within 24-48 hours, you will be able to log in to **Minerva** (www.mcgill.ca/minerva).

STEP 3: UPLOAD SUPPORTING DOCUMENTS

Once you have access to Minerva, upload your supporting documentation as per the admission requirements of your chosen program.

- Uploading your documents will speed up your application process and is strongly recommended.

- For instructions on how to proceed, please go to: https://mcgill.ca/continuingstudies/legal-documents.

    (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 below).

- **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 McGill University by mail, in a sealed envelope by the educational institution(s) where you studied.

STEP 4: VERIFY ADMISSION STATUS

Once a decision has been made, admitted students will receive a "Letter of Admission" along with registration instructions.

Difficulty Applying Online?

If you have any problems with your online application, or if you have questions regarding admission requirement and procedures, contact Client Services (https://www.mcgill.ca/continuingstudies/client-services).

Helpful Tips for Applying

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 H3A 3R1
Canada

- **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 University has received all of the required documents.

- **Note**: All required documents received by McGill University's 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 University 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, Diploma, Graduate Certificate or Graduate Diploma program requiring a pre-requisite or co-requisite course, must provide proof that they have taken and successfully passed an equivalent 3-credit course, with the requisite grade as per McGill University's requirements, at the appropriate level at another approved institution or have successfully completed the Exemption by Examination test.

- 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.

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

For more information visit: https://www.mcgill.ca/continuingstudies/recognition-prior-learning

Student Awards and Financial Aid

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 University Scholarships, please consult McGill University's 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 McGill University's School of Continuing Studies website by clicking on the link below.

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

Aide financière aux études (AFE)
As a credit-bearing program, this program is eligible for financial aid through the Quebec Government.

https://www.quebec.ca/education/aide-financiere-aux-etudes/

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.

Contact

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School of Continuing Studies

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Program information

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