

**UNIVERSITY OF WATERLOO**  
**HRM 301 - STRATEGIC HUMAN RESOURCES PLANNING**  
**Fall Term 2008**

Lecturer:	Vince Di Ruzza, Director, Human Resources Consulting Sun Life of Canada Phone: (519) 888-3900 ext. 5791 Email: <a href="mailto:vince.diruzza@sunlife.com">vince.diruzza@sunlife.com</a>
Office Hours:	6:00 – 6:30pm Thursdays in PAS 2083 or by appointment
Text:	Belcourt, Monica, and McBey, Kenneth, <u>Strategic Human Resources Planning</u> (Third Edition).
Teaching Assistants:	Joe Berry      Email: <a href="mailto:jwberry@artsmail.uwaterloo.ca">jwberry@artsmail.uwaterloo.ca</a> Graham Nagy      Email: <a href="mailto:g2nagy@artsmail.uwaterloo.ca">g2nagy@artsmail.uwaterloo.ca</a> NOTE: Office hours for TA's TBA
Lecture Time/Location:	Thursdays 6:30-9:20pm in PAS 2083
Department Contact:	Theresa Bauer, HRM Advisor, Department of Psychology <a href="mailto:tbauer@uwaterloo.ca">tbauer@uwaterloo.ca</a>
Course Web Page:	Postings on the course ACE page include: the course syllabus, office hours, lecture handouts and powerpoint slides, announcements, and so forth. On your browser, type in: <a href="http://uwace.uwaterloo.ca">http://uwace.uwaterloo.ca</a> . Provide your Quest/UWdir userid and password, and then click on HRM-301.
HRM website:	<a href="http://www.psychology.uwaterloo.ca/hrm/index.html">http://www.psychology.uwaterloo.ca/hrm/index.html</a>

---

**INTRODUCTION:**

This course is of importance to those with interests in the field of human resources as well as to managers in all functional areas of an organization who need to build and develop the knowledge, skills and attitudes to effectively manage people.

Organizations gain sustainable competitive advantage through people thus making Human Resources Management an important partner in the strategic planning and decision making process. Overall, you will gain an understanding of why effective human resource practices are critical to the success of any organization and be introduced to the strategic planning role that Human Resources Professionals now play in organizations.

**LEARNING OUTCOMES:**

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

- Understand organizational strategies and the benefits of strategic planning
- Understand how the “world around us” including the economy, competition, legislation and other environmental influences affect the importance of Human Resources Planning
- Gain a better understanding and knowledge regarding various HR topics including; job analysis, HR forecasting, succession planning, downsizing and restructuring, international HRM to name a few.
- Understand why the HR Professional is an important business partner
- Understand how effective HRP can contribute to the overall success of the organization.

## THE CLASS:

Classes will be a combination of the following:

- 1) Lecture: You will be guided through the information representing the various chapters in the text. Not all text material will be covered in class however you will be responsible for this information for the mid term test and final exam.
- 2) Group exercises and review of specific cases.
- 3) Group Presentations – November 6, 13 & 20

## APPRAISING STUDENT PERFORMANCE:

25%	Midterm Test	(Chapter 1 to Chapter 8)
35%	Final Exam	(Total course content)
20%	Group Assignment	(Due November 6, 2008)
10%	Group Presentation	
10%	Participation	(Peer Evaluation)

### Group Assignment

The group assignment serves a variety of purposes; foremost, you and your team will align yourselves with a Human Resources topic you find of interest. Your team has two options for the group assignment:

#### **Option 1: (Targets a Human Resource function to a specific organization.)**

Describe and critically evaluate a human resources management activity used by an organization your group has interest in or is acquainted with. Based on your analysis, suggests ways of improving the way the organization manages this activity. You will also need to review the organizations strategic plans and evaluate if the HR Activity under review is aligned with the strategic plans of the organization.

#### **Option 2: (Targets a specific Human Resources function.)**

Describe and critically evaluate a human resources management function of interest to the group. You will be responsible to identify your issue and provide relevant research. You will need to provide recommendations and strategies that will help organizations effectively manage the function discussed.

For both options:

- The assignment is worth 20% of your final grade. You will be required to present your assignment to the class which is worth an additional 10%.
- Maximum length: 12 pages not including appendices
- Due Date: see course schedule
- Characteristics of excellent work: executive summary, table of contents, introductory paragraph which discusses the significance of your chosen topic, use of outside sources of information, thorough, practical and creative recommendations , logical summary.

### Group Presentation

Your group will prepare and deliver a 30 minute presentation on your assignment topic. Evaluation criteria will be discussed in class.

Note: To be fair to everyone the dates for the assignments, tests, and final examination are final. In accordance with UW regulations, supportive documentation is required should you be faced with a medical or compassionate dilemma.

**AVOIDANCE OF ACADEMIC OFFENCES:**

Academic Integrity: in order to maintain a culture of academic integrity, members of the University of Waterloo community are expected to promote honesty, trust, fairness, respect and responsibility.

Grievance: A student who believes that a decision affecting some aspect of his/her university life has been unfair or unreasonable may have grounds for initiating a grievance. Read Policy 70 - Student Petitions and Grievances, Section 4, <http://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offenses, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (e.g., plagiarism, cheating) or about 'rules' for group work/collaboration should seek guidance from the course professor, academic advisor, or the Undergraduate Associate Dean. When misconduct has been found to have occurred, disciplinary penalties will be imposed under Policy 71 - Student Discipline. For information on categories of offenses and types of penalties, students should refer to Policy 71 - Student Discipline, <http://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>

Appeals: A student may appeal the finding and/or penalty in a decision made under Policy 70 - Student Petitions and Grievances (other than regarding a petition) or Policy 71 - Student Discipline if a ground for an appeal can be established. Read Policy 72 - Student Appeals, <http://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>

**STUDENTS WITH DISABILITIES:**

The Office for Persons with Disabilities (OPD), located in Needles Hall, Room 1132, collaborates with all academic departments to arrange appropriate accommodations for students with disabilities without compromising the academic integrity of the curriculum. If you require academic accommodations to lessen the impact of your disability, please register with the OPD at the beginning of each academic term.

**HRPA EDUCATION REQUIREMENT:**

Students taking this course for credit towards HRPA's CHRP education requirement must achieve a minimum grade of 65% or higher as required by the Human Resources Professionals Association (HRPA). See the HRPA website (<http://www.hrpa.ca/hrpa>) for further information.

## HUMAN RESOURCES PLANNING – FALL 2008 Weekly Schedule

Week	Date	Chapters	Topic/Activity
1	September 11		Introduction, Review course outline and expectations Assignment of groups & class administration Trends/Challenges in HR management
2	September 18	Chapter 1 Chapter 2 Chapter 3	Review Chapter 1: Strategic Management Review Chapter 2: Aligning HR with Strategy Review Chapter 3: Environmental Influences * Group Exercise
3	September 25	Chapter 4 Chapter 5	Review Chapter 4: Job Analysis Review Chapter 5: Information Technology for HR Planning * Group Exercise
4	October 2	Chapter 6 Chapter 7	Review Chapter 6: The HR Forecasting Process Review Chapter 7: HR Demand * Group Exercise <b>DUE: Group Assignment Outline</b>
5	October 9	Chapter 8	Review Chapter 8: Ascertaining HR Supply * Group Exercise <b>NOTE: Test Review</b>
6	October 16		<b>*** IN CLASS TEST</b> Group Review and Presentation
7	October 23	Chapter 9 Chapter 10	Review Chapter 9: Succession Planning Review Chapter 10: Downsizing and Restructuring * Group Exercise
8	October 30	Chapter 11	Review Chapter 11: Strategic International HRM * Group Exercise
9	November 6	Chapter 12	Review Chapter 12: Mergers and Acquisitions Presentations: Groups 1, 2, 3 * <b>Due: Group Paper</b>
10	November 13	Chapter 13	Review Chapter 13: Outsourcing Presentations: Groups 4, 5, 6, *
11	November 20		Career Development Discussion Presentations: Groups 7, 8, 9, 10*
12	November 27	Chapter 14	Review Chapter 14: Evaluation of HR Programs and Policies Class Review <b>NOTE: Exam Review</b>

**Final Exam** – total course content worth 35% of final grade will be held during the University's Final Exam Period. Requests for early sittings and special consideration to accommodate travel plans are typically not granted. You are strongly advised not to make travel plans until the University has posted the final exam schedule.

\* Group Exercises will take place if time permits. Time is allocated for each class to participate in group and class discussions regarding the material being reviewed – this is an important aspect of HRM 301.