

**UNIVERSITY OF WATERLOO**  
**HRM 301 - STRATEGIC HUMAN RESOURCES PLANNING**  
**Winter 2015**

Lecturer: Vince Di Ruzza  
Director, Human Resources Management Program/Lecturer

Email: [vdiruzza@uwaterloo.ca](mailto:vdiruzza@uwaterloo.ca)

Office Hours: By appointment

Text: Strategic Human Resources Planning (Fifth Edition.) Monica Belcourt, Kenneth McBey, Ying Hong and Margaret Yap.

Teaching Assistant: Justin Brienza      [jbrienza@uwaterloo.ca](mailto:jbrienza@uwaterloo.ca)  
Lindie Liang      [lindie.liang@uwaterloo.ca](mailto:lindie.liang@uwaterloo.ca)

Lecture Time/Location: 6:30 – 9:20 Wednesday(s) AL 124

Department Contact: Theresa Bauer, HRM Advisor, Department of Psychology  
[tbauer@uwaterloo.ca](mailto:tbauer@uwaterloo.ca)

Course Web Page: Postings on the course desire to learn page include: the course syllabus, office hours, lecture handouts and PowerPoint slides, announcements, and so forth. On your browser, type in: <http://learn.uwaterloo.ca>. Provide your Quest/UWdir userid and password, and then click on HRM-301.

HRM website: <http://www.psychology.uwaterloo.ca/hrm/index.html>

---

**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/Individual end of class wrap up assignments
- 3) Group Presentations

## APPRAISING STUDENT PERFORMANCE:

25%	Midterm Test	(Chapter 1 to Chapter 7 – Wednesday Feb 11, 2015)
35%	Final Exam	(Total course content – Exam schedule)
20%	Group Assignment	(Due date for all groups – Wednesday March 11, 2015)
10%	Group Presentation	(See class agenda for group presentation dates)
10%	Participation	

## SPECIAL NOTES:

- **Your group will receive a “group mark” for the assignment and presentation. These marks will be individually adjusted (lowered) if a group member does not equally contribute to the success of the group. Peer evaluations will be posted on the second last class. You will be responsible to hand the peer evaluation form in on the last class. Failure to hand the peer evaluation in will result in a 0/10 participation mark. The peer evaluation will give you the opportunity to grade each member of your team. I will review this information and make any necessary adjustments to the group assignment and presentation mark.**
- **Poor attendance, lack of engagement, not participating in group work, working on other activities during class are a few examples of what will contribute to a 0/10 participation mark. Attendance will be taken at the end of each class. In class assignments will also be used to monitor attendance.**

## 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: 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 HR function chosen by the group.

### Option 2: Human Resources Challenge

Describe and critically evaluate a human resources **challenge** which is of interest to the group. You will be responsible to identify the challenge and explain why with relevant research this is seen as a challenge in today's organizations. You will need to provide recommendations and strategies that will help organizations effectively manage the challenge discussed.

NOTE: Important – If your group is planning to conduct interviews with a particular organization it is imperative this is discussed with me first.

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.

- To ensure your group is on track you will need to hand in a group assignment outline On Wednesday Jan 28, 2015. This outline must also include a group photograph clearly identifying each member of the group.

### **Group Presentation**

Your group will prepare and deliver a 20 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 (see next section).

### **Students who are requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:**

- seek medical treatment as soon as possible and obtain a completed UW Verification of Illness Form: [http://www.healthservices.uwaterloo.ca/Health\\_Services/verification.html](http://www.healthservices.uwaterloo.ca/Health_Services/verification.html)
- submit that form to the instructor within 48 hours.
- (preferably) inform the instructor by the due date for the course requirement that you will be unable to meet the deadline and that documentation will be forthcoming.

In the case of a missed final exam, the instructor and student will negotiate an extension for the final exam which will typically be written as soon as possible, but no later than the next offering of the course.

In the case of a missed assignment deadline or midterm test, the instructor will either

1. waive the course component and re-weight remaining term work as he/she deems fit according to circumstances and the goals of the course, or
2. provide an extension.

**In the case of bereavement**, the instructor will provide similar accommodations to those for illness. Appropriate documentation to support the request will be required.

Students who are experiencing extenuating circumstances should also inform their academic advisors regarding their personal difficulties.

### **The Official Version of the Course Outline**

The course outline on Learn will be deemed the official version. Outlines on Learn may change as instructors develop a course, but they become final as of the first class meeting for the term.

### **Academic Integrity:**

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

**Discipline:** A student is expected to know what constitutes academic integrity, to avoid committing academic offences, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offence, or who needs help in learning how to avoid offences (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://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-71>.

**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://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-70>. In addition, consult <http://arts.uwaterloo.ca/student-grievances-faculty-arts-processes> for the Faculty of Arts' grievance processes.

**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://uwaterloo.ca/secretariat/policies-procedures-guidelines/policy-72>.

**Academic Integrity website (Arts):** [http://arts.uwaterloo.ca/arts/ugrad/academic\\_responsibility.html](http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html)

**Academic Integrity Office (uWaterloo):** <http://uwaterloo.ca/academic-integrity/>

#### **Accommodation for Students with Disabilities:**

**Note for students with disabilities:** The AccessAbility Services (AS) Office, 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 AS Office 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% as required by the Human Resources Professionals Association (HRPA). See the HRPA website (<http://www.hrpa.ca/OfficeOfTheRegistrar/Pages/certification.aspx>) for further information.

## HRM 301 - HUMAN RESOURCES PLANNING Winter 2015 Schedule

Week	Date	Chapters	Topic/Activity
1	Wed Jan 7		Introduction, Review course outline and expectations Assignment of groups & class administration Trends/Challenges in HR management
2	Wed Jan 14	Chapter 1 Chapter 2	Trends/Challenges discussion continue Review Chapter 1: Strategic Management Review Chapter 2: Aligning HR with Strategy * Group Exercise
3	Wed Jan 21	Chapter 3 Chapter 4	Review Chapter 3: Environmental Influences Review Chapter 4: Job Analysis
4	Wed Jan 28	Chapter 5 Chapter 6	Review Chapter 5: The HR Forecasting Process Review Chapter 6: Determining HR Demand *Group Exercise <b>DUE: Group Assignment Outline (includes group photograph)</b>
5	Wed Feb 4	Chapter 7	Review Chapter 7: Ascertaining HR Supply <b>NOTE: Test Review</b>
6	Wed Feb 11		<b>IN CLASS TEST</b>
7	Wed Feb 18		<b>Reading Week</b>
8	Wed Feb 25	Chapter 8	Review Chapter 8: Succession Planning Career Development
9	Wed March 4	Chapter 9 Chapter 10	Review Chapter 9: Information Technology for HR Planning Review Chapter 10: Downsizing and Restructuring * Group Exercise
10	Wed March 11	Chapter 11	Review Chapter 11: Strategic International HRM <b>Group Written Assignment Due (All Groups)</b> <b>Group Presentations Groups 1, 2, 3</b>
11	Wed March 18	Chapter 12	Review Chapter 12: Mergers and Acquisitions <b>Group Presentations Groups 4, 5, 6</b>
12	Wed March 25	Chapter 13	Review Chapter 13: Outsourcing <b>Group Presentations: Groups 7, 8, 9 and 10</b> <b>Peer evaluation forms posted on LEARN</b>
13	Wed April 1	Chapter 14	Review Chapter 14: Evaluation of HR Programs and Policies Class Review Exam Review <b>Peer Evaluations Due</b> Course Evaluations

**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 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.