

**UNIVERSITY OF WATERLOO**  
**HRM 301 - STRATEGIC HUMAN RESOURCES PLANNING**  
**Fall 2019**

Lecturer: Dean Bulloch

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

Office Hours: By appointment, PAS 3237

Text: Strategic Human Resource Management.  
Catherine Baily, David Mankin, Clare Kelliher, and Thomas Garavan

Teaching Assistant: Lexi Brunner  
([lbrunner@uwaterloo.ca](mailto:lbrunner@uwaterloo.ca))

Lecture Time/Location: **6:30 p.m. to 9:20 p.m. / Tuesdays AL 124**

Department Contact: Karry Kwan  
HRM Program Coordinator & Academic Advisor  
[karry.kwan@uwaterloo.ca](mailto:karry.kwan@uwaterloo.ca); PAS 3008, extension 36535

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>

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**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 both external and internal factors influencing organizational strategies and the benefits of strategic planning.
- Understand how the “global 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, resource-based view of 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 SHRP 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 – October 8, 2019

35% Final Exam - Total course content – as per University exam schedule

20% Group Written Assignment & Checklist - Due date for all groups – September 24, 2019

10% Group Presentations - **See class schedule for group presentation dates**

10% Class Participation & Peer Evaluation – December 3, 2019

### **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. 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 during 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 group will align yourselves with a Human Resources topic you find of interest. Your team will select a topic provided by the professor, topics can not be duplicated and will only be presented once in the class. Topics are posted in the course shell under the topic “Group Assignment – Teams & Topics”.

Describe and critically evaluate the human resources topic. Your team will be responsible to identify the trends/challenges with the topic and explain why with relevant research this is seen as a challenge or opportunity in today’s organizations. You will need to provide recommendations and strategies that will help organizations effectively manage the challenge/opportunity discussed. You must explain why your topic is important with respect to strategic human resource planning.

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

- The group written 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 September 24, 2019. 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).

### **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. Check the [Office of Academic Integrity website](#) for more information.

### **Discipline**

A student is expected to know what constitutes academic integrity to avoid committing an academic offence, and to take responsibility for his/her actions. [Check [the Office of Academic Integrity](#) for more information.] 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 instructor, academic advisor, or the undergraduate associate dean. For information on categories of offences and types of penalties, students should refer to [Policy 71, Student Discipline](#). For typical penalties, check [Guidelines for the Assessment of Penalties](#).

### **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](#). When in doubt, please be certain to contact the department’s administrative assistant who will provide further assistance.

### **Appeals**

A decision made or penalty imposed under [Policy 70, Student Petitions and Grievances](#) (other than a petition) or [Policy 71, Student Discipline](#) may be appealed if there is a ground. A student who believes he/she has a ground for an appeal should refer to [Policy 72, Student Appeals](#).

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

**Note for students with disabilities:** [AccessAbility Services](#), located in Needles Hall, Room 1401, 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 [AccessAbility Services](#) at the beginning of each academic term.

**Turnitin.com and alternatives:** Text matching software (Turnitin®) may be used to screen assignments in this course. Turnitin® is used to verify that all materials and sources in assignments are documented. Students' submissions are stored on a U.S. server, therefore students must be given an alternative (e.g., scaffolded assignment or annotated bibliography), if they are concerned about their privacy and/or security. Students will be given due notice, in the first week of the term and/or at the time assignment details are provided, about arrangements and alternatives for the use of Turnitin in this course.

It is the responsibility of the student to notify the instructor if they, in the first week of term or at the time assignment details are provided, wish to submit the alternate assignment.

### **Mental Health Support**

All of us need a support system. The faculty and staff in Arts encourage students to seek out mental health support if they are needed.

### **On Campus**

- Counselling Services: [counselling.services@uwaterloo.ca](mailto:counselling.services@uwaterloo.ca) / 519-888-4567 ext. 32655
- [MATES](#): one-to-one peer support program offered by Federation of Students (FEDS) and Counselling Services
- Health Services Emergency service: located across the creek from Student Life Centre

### **Off campus, 24/7**

- [Good2Talk](#): Free confidential help line for post-secondary students. Phone: 1-866-925-5454
- Grand River Hospital: Emergency care for mental health crisis. Phone: 519-749-4300 ext. 6880
- [Here 24/7](#): Mental Health and Crisis Service Team. Phone: 1-844-437-3247
- [OK2BME](#): set of support services for lesbian, gay, bisexual, transgender or questioning teens in Waterloo. Phone: 519-884-0000 extension 213

Full details can be found online on the Faculty of Arts [website](#)

Download [UWaterloo and regional mental health resources \(PDF\)](#)

Download the [WatSafe app](#) to your phone to quickly access mental health support information

### **Territorial Acknowledgement**

We acknowledge that we are living and working on the traditional territory of the Attawandaron (also known as Neutral), Anishinaabe and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, the land promised to the Six Nations that includes ten kilometres on each side of the Grand River.

For more information about the purpose of territorial acknowledgements, please see the [CAUT Guide to Acknowledging Traditional Territory \(PDF\)](#).

### **Academic freedom at the University of Waterloo**

[Policy 33, Ethical Behaviour](#) states, as one of its general principles (Section 1), “The University supports academic freedom for all members of the University community. Academic freedom carries with it the duty to use that freedom in a manner consistent with the scholarly obligation to base teaching and research on an honest and ethical quest for knowledge. In the context of this policy, 'academic freedom' refers to academic activities, including teaching and scholarship, as is articulated in the principles set out in the Memorandum of Agreement between the FAUW and the University of Waterloo, 1998 (Article 6). The academic environment which fosters free debate may from time to time include the presentation or discussion of unpopular opinions or controversial material. Such material shall be dealt with as openly, respectfully and sensitively as

possible.” This definition is repeated in Policies 70 and 71, and in the Memorandum of Agreement, Section 6.

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## HRM 301 - HUMAN RESOURCES PLANNING Fall 2019 Schedule

Date	Chapters	Topic/Activity
Sept 10	Chapter 1	Introduction, Review course outline and expectations <b>Assignment of groups</b> & class administration Global Context Trends/Challenges in HR Management
Sept 17	Chapter 2 Chapter 3	Changing Context for SHRM Strategic Management
Sept 24	Chapter 4 Chapter 5	Strategic Role of the HR Function Foundations of SHRM <b>Due: Group Assignment Outline (includes group photograph)</b>
Oct 1	Chapter 6 Chapter 7	Resource-Based View HR Strategy & Mid-term Review
Oct 8		<b>In Class Test (Mid-term)</b>
Oct 15	<b>Reading Week – No Classes</b>	
Oct 22	Chapter 8	SHRM & Performance <b>Group Written Assignment Due &amp; Group Assignment Checklist (All Groups)</b>
Oct 29	Chapter 9	SHRM & Human Resource Development <b>Group Presentations (Groups 1, 2, 3)</b>
Nov 5	Chapter 10	SHRM & Talent Management <b>Group Presentations (Groups 4, 5, 6)</b>
Nov 12	Chapter 11	SHRM & Employment Relations <b>Group Presentations (Groups 7, 8, 9)</b> <b>Peer evaluation forms posted on LEARN</b>
Nov 19	Chapter 12	Employee Engagement
Nov 26	Chapter 13	Knowledge Management
Dec 3	Chapter 14	SHRM & Corporate Social Responsibility <b>Peer Evaluations Due</b> <b>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 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.