

UNIVERSITY OF WATERLOO
HRM 301 - STRATEGIC HUMAN RESOURCES PLANNING
Winter 2019

Lecturer: Dean Bulloch

Email: dbulloch@uwaterloo.ca

Office Hours: By appointment

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

Teaching Assistant: Denise Law (d7law@uwaterloo.ca)

Lecture Time/Location: **6:30 p.m. to 9:20 p.m. / Tuesdays RCH 305**

Department Contact: Karry Kwan
HRM Program Coordinator and Academic Advisor
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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 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 – February 12, 2019

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

20% Group Written Assignment & Checklist - Due date for all groups – February 26, 2019

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

10% Class Participation & Peer Evaluation - Due April 2, 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 **January 22, 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

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. See the [UWaterloo Academic Integrity webpage](#) and the [Arts Academic Integrity webpage](#) for more information.

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](#). For typical penalties check [Guidelines for the Assessment of Penalties](#).

Concerns About a Course Policy or Decision

Informal Stage. We in the Psychology Department take great pride in the high quality of our program and our instructors. Though infrequent, we know that students occasionally find themselves in situations of conflict with their instructors over course policies or grade assessments. If such a conflict arises, the Associate Chair for Undergraduate Affairs (Richard Eibach) is available for consultation and to mediate a resolution between the student and instructor: Email: reibach@uwaterloo.ca; Ph 519-888-4567 ext. 38790

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 Richard Eibach, the Associate Chair for Undergraduate Affairs who will provide further assistance; reibach@uwaterloo.ca.

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: The [AccessAbility Services](#) office, located on the first floor of the Needles Hall extension (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 the AS office at the beginning of each academic term.

If you are using Turnitin® in your course

Turnitin.com: Text matching software (Turnitin®) will be used to screen assignments in this course. This is being done to verify that use of all material and sources in assignments is documented. Students will be given an option if they do not want to have their assignment screened by Turnitin®. In the first week of the term, details will be provided about arrangements and alternatives for the use of Turnitin® in this course.

Note: students must be given a reasonable option if they do not want to have their assignment screened by Turnitin®. See [guidelines for instructors](#) for more information.

Accommodation for course requirements

- Students requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:
 - Consult the University's [examination regulations](#) for information about procedures and policies for requesting accommodations
 - seek medical treatment as soon as possible
 - obtain documentation of the illness with a completed uWaterloo [Verification of Illness Form](#)
 - submit that form to the instructor within 48 hours. Students in Centre for Extended Learning (CEL) courses must submit their confirmation of the illness to CEL.
 - (if possible) 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, midterm test, or quiz, the instructor will either:
 - 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
 - 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.
- Elective arrangements such as travel plans are not acceptable grounds for granting accommodations to course requirements per the [uWaterloo Examination Regulations and Related Matters](#).

Official version of the course outline

If there is a discrepancy between the hard copy outline (i.e., if students were provided with a hard copy at the first class) and the outline posted on LEARN, the 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. Cross-listed course

Please note that a cross-listed course will count in all respective averages no matter under which rubric it has been taken. For example, a PHIL/PSYCH cross-list will count in the Philosophy major average, even if the course was taken under the Psychology rubric.

Mental Health Services

Mental Health Services aim is to provide holistic programming and services to help you lead a healthy and balanced life. We strive to provide a secure, supportive environment for students of all orientations and backgrounds.

Students suffering from problems with anxiety, depression, problems with sleep, attention, obsessions or compulsions, relationship difficulties, severe winter blues, etc., may make an appointment by phone or in person. Appointments are usually available within two days of initial contact with one of our medical doctors. All contacts are completely confidential.

Contact Health Services

[Health Services Building](#)

Call 519-888-4096 to schedule an appointment

Call 1-866-797-0000 for free 24/7 advice from a health professional

Contact Counselling Services

[Needles Hall Addition, NH 2401](#)

Call 519-888-4567 x 32655 to schedule an appointment

counserv@uwaterloo.ca

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 six miles on each side of the Grand River.

HRM 301 - HUMAN RESOURCES PLANNING Winter 2019 Schedule

Date	Chapters	Topic/Activity
Jan 8	Chapter 1	Introduction, Review course outline and expectations Assignment of groups & class administration Global Context Trends/Challenges in HR management
Jan 15	Chapter 2 Chapter 3	Changing Context for SHRM Strategic Management
Jan 22	Chapter 4	Strategic Role of the HR Function Due: Group Assignment Outline (includes group photograph)
Jan 29	Chapter 5 Chapter 6	Foundations of SHRM Resource-Based View
Feb 5	Chapter 7	HR Strategy & Mid-term Review
Feb 12	In Class Test (Mid-term)	
Feb 19	Study Break	
Feb 26	Chapter 8	SHRM & Performance Group Written Assignment Due & Group Assignment Checklist (All Groups)
March 5	Chapter 9	SHRM & Human Resource Development Group Presentations (Groups 1, 2, 3, 4)
March 12	Chapter 10	SHRM & Talent Management Group Presentations (Groups 5, 6, 7, 8)
March 19	Chapter 11	SHRM & Employment Relations Group Presentations (Groups 9, 10, 11, 12) Peer evaluation forms posted on LEARN
March 26	Chapter 12 Chapter 13	Employee Engagement Knowledge Management
April 2	Chapter 14 Chapter 15	SHRM & Corporate Social Responsibility & Management of Change Peer Evaluations Due Exam Review

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.