

**UNIVERSITY OF WATERLOO**  
**HRM 301 – Strategic Human Resources Management**

**FALL 2020**  
**REMOTE DELIVERY**

Lecturer: Dean Bulloch  
Lecturer  
Email: dbulloch@uwaterloo.ca

Office Hours: Email for appointment

Required Text: Strategic HRM and Performance: A Conceptual Framework.  
Vanderstraeten, Alex.

e-book Option: <https://uwaterloo-store.vitalsource.com/products/strategic-hrm-and-performance-alex-vanderstraeten-v9781137605023?term=9781137605016>

Teaching Assistant: Igor Mitrovic      Email: igor.mitrovic@uwaterloo.ca

Lecture Time/Location: Fall 2020 - Delivered Remotely

Department Contact: Claudia Labahn  
HRM Program Co-ordinator/Academic Advisor  
Department of Psychology  
Email: claudia.labahn@uwaterloo.ca

Course Web Page: LEARN

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. Strategic Human Resources Management must cope with administration, transactions, transformation, security, uncertainty, organizational development, strategy formulation, HR scorecards, innovation, HRM in the cloud, motivation, justice, horizontal and vertical alignment and other ideas and realities that challenge HRM.

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 Strategic Human Resources Management.
- Gain a better understanding and knowledge regarding various HR topics including; motivation and well-being of employees, leadership styles, restructuring, strategic HRM, culture, and various organizational designs.
- Understand why the HR Professional is an important business partner.
- Understand how effective SHRM can contribute to the overall success of the organization.

### REMOTE DELIVERY (FALL 2020 TERM):

- Each week a PowerPoint presentation will be posted that aligns to a chapter from the text.
- You are required to read the chapter carefully and then review the corresponding PowerPoint.
- The weekly PowerPoints will highlight text information and I will provide a narrative on some slides to assist in your knowledge capture and topic understanding.
- **You are responsible to check the weekly schedule which outlines your weekly activities, take home assessment and final project due dates.**

### APPRAISING STUDENT PERFORMANCE:

20%	Assignment # 1 - Chapters (& Preface), 1, 2, 3 Posted Thursday September 24, 2020 Due: Tuesday September 29 <sup>th</sup> , 11:59 pm., Ontario time
20%	Assignment #2 - Chapters 4, 5, 6 Posted Thursday October 22 <sup>nd</sup> , Due: Tuesday October 27 <sup>th</sup> , 2020, 11:59 pm., Ontario time
20%	Assignment #3 - Chapters 7, 8, 9 Posted Thursday November 12, 2020, Due: Tuesday November 17 <sup>th</sup> , 2020, 11:59 pm., Ontario time
20%	Assignment #4 - Chapter 10, 11, 12 Posted Thursday Nov 26, 2020, Due: Tuesday December 1, 2020, 11:59 pm., Ontario time
20%	Course Project Due Dec 1, 2020, 11:59 pm., Ontario time

**Important NOTE: The due dates are not negotiable and need to be honored. Late assignments will not be accepted and will result in no mark being allocated for that particular assignments.**

## **TAKE HOME ASSESSMENTS (4 X 20%):**

The take home assessments will allow you the opportunity to respond to a number of short answer questions from the chapters being reviewed. For example, take home assessment #1 deals with chapter 1, 2, 3. Short answer questions will be taken from these chapters. The questions will be designed so that you can apply the learnings and demonstrate understanding. Here are some examples of questions:

1. Describe and explain the Four Dimensions of HRM.
2. Explain the concept of McDonaldization to the concept of social work.

The take home assessment will be posted on LEARN. The dates are listed on the weekly schedule. You are required to complete and return the assessment in word format to a drop box in LEARN. **Late assessments will not be accepted.** Clear directions will be given once assignments are posted.

## **COURSE PROJECT (20%):**

The course project serves a variety of purposes; foremost, you will align yourself with a Human Resources topic you find of interest. You will select a topic provided by the professor. Topics are posted in the course shell under the topic "Course Project".

You will be required to describe and critically evaluate the human resources topic. You 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 management.**

The project is worth 20% of your final grade.

Maximum length: The maximum length of this assignment is 6 pages double spaced which does not include references and any appendices you would like to add.

**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 (peer reviewed sources), thorough, practical and creative recommendations, logical summary.**

**DUE DATE: Dec 1, 2020 (11:59 pm., Ontario time)**

Note: To be fair to everyone, the date for project is final. In accordance with UW regulations, supportive documentation is required should you be faced with a medical or compassionate dilemma (see next section).

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## **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 academic offences, and to take responsibility for their 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 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:** 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 they have a ground for an appeal should refer to Policy 72 - Student Appeals.

**Note for Students with Disabilities:** The AccessAbility Services office, located on the first floor of the Needles Hall extension (NH 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.

**Turnitin.com:** 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 alternate assignment.

### **Cross-listed Course (if applicable)**

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/PSCI cross-list will count in a Philosophy major average, even if the course was taken under the Political Science rubric.

### **Accommodation for course requirements for Psychology courses.**

### **Chosen/Preferred First Name**

Do you want professors and interviewers to call you by a different first name? Take a minute now to verify or tell us your chosen/preferred first name by logging into WatIAM. Why? Starting in winter 2020, your chosen/preferred first name listed in WatIAM will be used broadly across campus (e.g., LEARN, Quest, WaterlooWorks, WatCard, etc.). Note: Your legal first name will always be used on certain official documents. For more details, visit Updating Personal Information.

#### **Important Notes:**

- If you included a preferred name on your OUAC application, it will be used as your chosen/preferred name unless you make a change now.
- If you don't provide a chosen/preferred name, your legal first name will continue to be used.

### **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**

Due to COVID-19 and campus closures, services are available only online or by phone. · Counselling Services: counselling.services@uwaterloo.ca / 519-888-4567 ext. 32655 · MATES: one-to-one peer support program offered by the Waterloo Undergraduate Student Association (WUSA) and Counselling Services

**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 Hal-dimand 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.

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 a

## HRM 301 – FALL 2020 REMOTE WEEKLY SCHEDULE

Week	Date	Chapters	Topic/Activity
1	Tuesday September 8, 2020	Chapter 1	Course Welcome/Introductions Chapter 1: The basic elements of the Instrumental Dimension
2	Tuesday September 15, 2020	Chapter 2	Chapter 2: Towards a more transparent, legitimate, forward-looking and result-driven service
3	Tuesday September 22, 2020	Chapter 3	Chapter 3: The organization of HRM Services
4	Tuesday September 29, 2020	Chapter 4	Chapter 4: Motivation and Wellbeing of Employees  <b>*Assignment # 1 Due: Tuesday September 29<sup>th</sup>, 11:59 pm., Ontario time*</b>
5	Tuesday October 6, 2020	Chapter 5	Chapter 5: The role of Leadership in Motivating Employees
6	<b>Tuesday October 13, 2020</b>		<b>Monday October 12, 2020 – Thanksgiving Tuesday October 13 – 18 Reading Week</b>
7	Tuesday October 20, 2020	Chapter 6	Chapter 6: The importance of Social Environment
8	Tuesday October 27, 2020	Chapter 7	Chapter 7: The essence of Strategic HRM  <b>*Assignment #2 Due: Tuesday October 27<sup>th</sup>, 2020, 11:59 pm., Ontario time*</b>
9	Tuesday November 3, 2020	Chapter 8	Chapter 8: Four approaches in Strategic HRM
10	Tuesday November 10, 2020	Chapter 9	Chapter 9: Strategic HRM: Vertical as well as Horizontal Integration
11	Tuesday November 17, 2020	Chapter 10	Chapter 10: Organizational Structures and Cultures as pre-conditions for an effective HRM  <b>*Assignment #3 Due: Tuesday November 17<sup>th</sup>, 2020, 11:59 pm., Ontario time*</b>

12	Tuesday November 24, 2020	Chapter 11	Chapter 11: Facilitating Organizational Designs
13	Tuesday December 1, 2020	Chapter 12	Chapter 12: The Organization of the HR Function Course Wrap Up <b>Assignment #4 Due: Tuesday December 1, 2020</b> <b>*Final Course Project Due: Tuesday December 1, 2020, 11:59 pm., Ontario time*</b>