

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

Lecturer: Vince Di Ruzza, Director, Human Resources Consulting
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Office Hours: 6:00 – 6:30pm Wednesdays or by appointment

Text: Belcourt, Monica, and McBey, Kenneth, Strategic Human Resources Planning (Third Edition).

Teaching Assistants: Vivian Lo Email: vpelo@watarts.uwaterloo.ca
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NOTE: Office hours for TA's TBA

Lecture Time/Location: Wednesdays 6:30-9:20pm in AL 208

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Course Web Page: Postings on the course ACE page include the course syllabus, office hours, lecture handouts and powerpoint slides, announcements, etc. On your browser, type in: <http://uwace.uwaterloo.ca>. Provide your Quest userid and password, 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 and review of specific cases.
- 3) Group Presentations – March 12, 19 & 26

APPRAISING STUDENT PERFORMANCE:

25%	Midterm Test	(Chapter 1 to Chapter 8)
35%	Final Exam	(Total course content)
20%	Group Assignment	(Due March 12, 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, appendices may be attached.
- 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:

All students registered in the courses of the Faculty of Arts are expected to know what constitutes an academic offence, to avoid committing academic offences, and to take responsibility for their academic actions.

When the commission of an offence is established, disciplinary penalties will be imposed in accordance with Policy #71 (Student Academic Discipline, see http://www.adm.uwaterloo.ca/infoucal/UW/policy_71.html).

For information on categories of offences and types of penalties, students are directed to consult the summary of Policy #71 (Student Academic Discipline) which is supplied in the Undergraduate Calendar.

If you need help in learning how to avoid offences such as plagiarism, cheating, and double submission, or if you need clarification of aspects of the discipline policy ask your course instructor for guidance.

Other resources regarding the discipline policy are your academic advisor and the Undergraduate Associate Dean.

For further information on “How to Avoid Plagiarism and other Written Offences: A Guide for Students and Instructors”, refer to <http://watarts.uwaterloo.ca/~sager/plagiarism.html>

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.

HRPAO EDUCATION REQUIREMENT:

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

HUMAN RESOURCES PLANNING – WINTER 2008 Weekly Schedule

Week	Date	Chapters	Topic/Activity
1	January 9		Introduction, Review course outline and expectations Assignment of groups and class administration Trends/Challenges in HR management
2	January 16	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	January 23	Chapter 4 Chapter 5	Review Chapter 4: Job Analysis Review Chapter 5: Information Technology for HR Planning Group Exercise
4	January 30	Chapter 6 Chapter 7	Review Chapter 6: The HR Forecasting Process Review Chapter 7: HR Demand Group Exercise * Group Assignment outline due
5	February 6	Chapter 8	Review Chapter 8: Ascertaining HR Supply Group Exercise Test Review
6	February 13		*** IN CLASS TEST Group Review and Presentation
7	February 20		Reading Week (Have fun – be safe!)
8	February 27	Chapter 9 Chapter 10	Review Chapter 9: Succession Planning Review Chapter 10: Downsizing and Restructuring Group Exercise
9	March 5	Chapter 11	Review Chapter 11: Strategic International HRM Group Exercise
10	March 12	Chapter 12	Review Chapter 12: Mergers and Acquisitions Presentations: Groups 1, 2, 3 * Group Paper Due
11	March 19	Chapter 13	Review Chapter 13: Outsourcing Presentations: Groups 4, 5, 6, *
12	March 26		Career Development Discussion Presentations: Groups 7, 8, 9, 10*
13	April 2	Chapter 14	Review Chapter 14: Evaluation of HR Programs and Policies Class Review Exam Review

Final Exam – total course content worth 35% of final grade will be held during the University's Final Exam Period (April 10-24, 2008). 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.