

**UNIVERSITY OF WATERLOO**  
**HRM 301 - STRATEGIC HUMAN RESOURCES PLANNING**  
**Winter 2009**

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Office Hours:	6:00 – 6:30pm Wednesdays or by appointment, location TBA
Text:	Belcourt, Monica, and McBey, Kenneth, <u>Strategic Human Resources Planning</u> (Third Edition).
Teaching Assistants:	Jennifer Komar – <a href="mailto:jakomar@uwaterloo.ca">jakomar@uwaterloo.ca</a> Zhenhua Wang – <a href="mailto:z27wang@uwaterloo.ca">z27wang@uwaterloo.ca</a> NOTE: Office hours for TA's TBA
Lecture Time/Location:	Wednesdays 6:30-9:20pm in AL 208
Department Contact:	Theresa Bauer, HRM Advisor, Department of Psychology, <a href="mailto:tbauer@uwaterloo.ca">tbauer@uwaterloo.ca</a>
Course Web Page:	Postings on the course ACE page include: the course syllabus, office hours, lecture handouts and powerpoint slides, announcements, and so forth. On your browser, type in: <a href="http://uwace.uwaterloo.ca">http://uwace.uwaterloo.ca</a> . Provide your Quest/UWdir userid and password, and then click on HRM-301.
HRM website:	<a href="http://www.psychology.uwaterloo.ca/hrm/index.html">http://www.psychology.uwaterloo.ca/hrm/index.html</a> See below for further information regarding Human Resources Management plans at Waterloo

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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 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 11, 18 & 25)

## APPRAISING STUDENT PERFORMANCE:

25%	Midterm Test	(Chapter 1 to Chapter 8)
35%	Final Exam	(Total course content)
20%	Group Assignment	(Due March 11th)
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 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.

### 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.

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

**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.

**CONCERNS ABOUT THE COURSE OR INSTRUCTOR (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 (Dr. Colin Ellard) is available for consultation and to mediate a resolution between the student and instructor. Dr. Ellard's contact information is as follows:

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

Ph 519-888- 4567 ext 36852

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. See Policy 70 and 71 below for further details.

**ACADEMIC INTEGRITY, ACADEMIC OFFENSES, GRIEVANCE, AND APPEALS:**

To protect course integrity, as well as to provide appropriate guidance to students, course outlines in the Faculty of Arts incorporate the following note on avoidance of academic offenses:

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

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://www.adm.uwaterloo.ca/infosec/Policies/policy70.htm>

Discipline: A student is expected to know what constitutes academic integrity, to avoid committing academic offenses, and to take responsibility for his/her actions. A student who is unsure whether an action constitutes an offense, or who needs help in learning how to avoid offenses (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://www.adm.uwaterloo.ca/infosec/Policies/policy71.htm>

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://www.adm.uwaterloo.ca/infosec/Policies/policy72.htm>

For further advice from the Faculty of Arts on the avoidance of academic offenses, see the following website: [http://arts.uwaterloo.ca/arts/ugrad/academic\\_responsibility.html](http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html)

**HUMAN RESOURCES MANAGEMENT PLANS AT WATERLOO:**

Students interested in employment in the field of Human Resources may wish to pursue one of the Human Resources Management Academic Plans at Waterloo, as well as the Certified Human Resource Professional (CHRP) designation offered by the Human Resources Professional Association (<http://www.hrpa.ca/hrpa>).

Several courses in the HRM Academic Plans at Waterloo provide exemption from required courses for that designation. **Note:** HRPA requires an average of 70% in the nine required courses for the CHRP designation with no individual course achieving lower than 65%.

Admission to an HRM plan requires that the student has successfully completed HRM 200 and is in satisfactory standing in their other academic plans. Further information regarding course and average requirements for the various HRM plans, as well as program application information and procedures are available on the HRM website:

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

***Students admitted to an HRM plan September 2008 or later must follow the 2008 HRM plan requirements (exception: students who were at least 2A prior to Fall 2008 may request to follow the 2004 HRM requirements). See the HRM website for further details.***

**HRPAO EDUCATION REQUIREMENT:**

Students taking this course for credit towards the CHRP education requirement must achieve a minimum grade of 65% or higher as required by the Human Resources Professionals Association (HRPA). See the HRPA website

(<http://www.hrpa.ca/hrpa>) for further information.

## HUMAN RESOURCES PLANNING – Winter 2009 Weekly Schedule

Week	Date	Chapters	Topic/Activity
1	January 7		Introduction, Review course outline and expectations Assignment of groups & class administration Trends/Challenges in HR management
2	January 14	Chapter 1 Chapter 2	Trends/Challenges discussion continue Review Chapter 1: Strategic Management Review Chapter 2: Aligning HR with Strategy * Group Exercise
3	January 21	Chapter 3 Chapter 4 Chapter 5	Review Chapter 3: Environmental Influences Review Chapter 4: Job Analysis Review Chapter 5: Information Technology for HR Planning
4	January 28	Chapter 6 Chapter 7	Review Chapter 6: The HR Forecasting Process Review Chapter 7: HR Demand * Group Exercise <b>DUE: Group Assignment Outline</b>
5	February 4	Chapter 8	Review Chapter 8: Ascertaining HR Supply * Group Exercise <b>NOTE: Test Review</b>
6	February 11		<b>*** IN CLASS TEST</b> Group Review and Presentation
7	February 18		READING WEEK – Have Fun!
8	February 25	Chapter 9 Chapter 10	Review Chapter 9: Succession Planning Review Chapter 10: Downsizing and Restructuring * Group Exercise
9	March 4	Chapter 11	Review Chapter 11: Strategic International HRM * Group Exercise
10	March 11	Chapter 12	Review Chapter 12: Mergers and Acquisitions Presentations: Groups 1, 2, 3* <b>DUE: Group Paper</b>
11	March 18	Chapter 13	Review Chapter 13: Outsourcing Presentations: Groups 4, 5, 6, *
12	March 25		Career Development Discussion Presentations: Groups 7, 8, 9, 10*
13	April 1	Chapter 14	Review Chapter 14: Evaluation of HR Programs and Policies Class Review <b>NOTE: 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 typically 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.