

**UNIVERSITY OF WATERLOO**  
**HRM 301 - STRATEGIC HUMAN RESOURCES PLANNING**  
**Winter 2012**

Lecturer:	Vince Di Ruzza Email: <a href="mailto:vdiruzza@uwaterloo.ca">vdiruzza@uwaterloo.ca</a>
Office Hours:	6:00 – 6:30pm Wednesday or by appointment
Text:	Belcourt, Monica, and McBey, Kenneth, <u>Strategic Human Resources Planning</u> (Fourth Edition).
Teaching Assistant:	Zhaleh Semnani-Azad Office hours will be posted
Lecture Time/Location:	Wednesday 6:30 – 9:20 pm in AL 124
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 desire to learn page include: the course syllabus, office hours, lecture handouts and PowerPoint slides, announcements, and so forth. On your browser, type in: <a href="http://learn.uwaterloo.ca">http://learn.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>

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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 specific example review.
- 3) Group Presentations

## APPRAISING STUDENT PERFORMANCE:

25%	Midterm Test	(Chapter 1 to Chapter 8)
35%	Final Exam	(Total course content)
20%	Group Assignment	(Due March 7)
10%	Group Presentation	(March 7, 14, 21)
10%	Participation	(Peer Evaluation to be handed in last class)

NOTE: Your group will receive a “group mark” for the assignment and presentation. Should the need arise; these marks could be individually adjusted (lowered) if a group member does not equally contribute to the success of the group.

Poor attendance, not participating in group work during class, working on other activities during class are a few examples of what will contribute to a 0/10 participation mark.

### 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: 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 HR function chosen by the group.

#### Option 2: Human Resources Challenge

Describe and critically evaluate a human resources **challenge** which is of interest to the group. You will be responsible to identify the challenge and explain why with relevant research this is seen as a challenge in today’s organizations. You will need to provide recommendations and strategies that will help organizations effectively manage the challenge discussed.

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

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 (see next section).

**Students who are requesting accommodation for course requirements (assignments, midterm tests, final exams, etc.) due to illness should do the following:**

- seek medical treatment as soon as possible and obtain a completed UW Verification of Illness Form: [http://www.healthservices.uwaterloo.ca/Health\\_Services/verification.html](http://www.healthservices.uwaterloo.ca/Health_Services/verification.html)
- submit that form to the instructor within 48 hours.
- (preferably) 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 or midterm test, the instructor will either

1. 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
2. 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.

### **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 ACE, the outline on ACE will be deemed the official version. Outlines on 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 must include 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.

**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>

**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>

**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>

**Academic Integrity website (Arts):** [http://arts.uwaterloo.ca/arts/ugrad/academic\\_responsibility.html](http://arts.uwaterloo.ca/arts/ugrad/academic_responsibility.html)

**Academic Integrity Office (UW):** <http://uwaterloo.ca/academicintegrity/>

### **HRPA EDUCATION REQUIREMENT:**

Students taking this course for credit towards HRPAs' CHRP education requirement must achieve a minimum grade of 65% as required by the Human Resources Professionals Association (HRPA). See the HRPA website (<http://www.hrpa.ca/OfficeOfTheRegistrar/Pages/certification.aspx>) for further information.

## HUMAN RESOURCES PLANNING – Winter 2011 Weekly Schedule

Week	Date	Chapters	Topic/Activity
1	Jan 4		Introduction, Review course outline and expectations Assignment of groups & class administration Trends/Challenges in HR management
2	Jan 11	Chapter 1 Chapter 2	Trends/Challenges discussion continue Review Chapter 1: Strategic Management Review Chapter 2: Aligning HR with Strategy * Group Exercise
3	Jan 18	Chapter 3 Chapter 4	Review Chapter 3: Environmental Influences Review Chapter 4: Job Analysis
4	Jan 25	Chapter 5 Chapter 6	Review Chapter 5: Information Technology for HR Planning Review Chapter 6: The HR Forecasting Process *Group Exercise <b>DUE: Group Assignment Outline</b>
5	Feb 1	Chapter 7 Chapter 8	Review Chapter 7: HR Demand Review Chapter 8: Ascertaining HR Supply * Group Exercise <b>NOTE: Test Review</b>
6	Feb 8		<b>IN CLASS TEST</b>
7	Feb 15	Chapter 9 Chapter 10	Review Chapter 9: Succession Planning Review Chapter 10: Downsizing and Restructuring * Group Exercise
8	Feb 22		READING WEEK
9	Feb 29	Chapter 11	Review Chapter 11: Strategic International HRM Career Development Discussion (Potential) * Group Exercise
10	March 7	Chapter 12	Review Chapter 12: Mergers and Acquisitions Presentations: Groups 1, 2, 3* <b>DUE: Group Paper</b>
11	March 14	Chapter 13	Review Chapter 13: Outsourcing Presentations: Groups 4, 5, 6, *
12	March 21		Presentations: Groups 7, 8, 9, 10*
13	March 28	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.