

COURSE SYLLABUS



COURSE TITLE: Strategic HR Management
CLASS SECTION: BUS 421-D01
TERM: Winter 2023
COURSE CREDITS: 3
DELIVERY METHOD(S): Online, asynchronous

Camosun College campuses are located on the traditional territories of the Ləkʷəŋən and W̱SÁNEĆ peoples. We acknowledge their welcome and graciousness to the students who seek knowledge here. Learn more about Camosun's [Territorial Acknowledgement](#).

For COVID-19 updates please visit <https://camosun.ca/about/covid-19-updates>.

Camosun College requires **mandatory attendance for the first-class meeting** of each course. As this course is asynchronous and virtual, you **must complete the online introduction**, or you will be removed from the course and the space will be offered to the next waitlisted student.

INSTRUCTOR DETAILS

NAME: Allison Betton
EMAIL: bettona@Camosun.ca
OFFICE: Virtual
HOURS: Please email me to arrange an appointment

As your course instructor, I endeavour to provide an inclusive learning environment. However, if you experience barriers to learning in this course, do not hesitate to discuss them with me. Camosun College is committed to identifying and removing institutional and social barriers that prevent access and impede success.

CALENDAR DESCRIPTION

This course integrates business and corporate strategy with elements of strategic human resources management. It challenges the role of HR professionals to move beyond HRM foundations to strategic heights. This online course uses business case analysis and online discussion groups.

Prerequisites:	C in BUS 310	C in BUS 312	C in BUS 315	C in BUS 322
Any two of:	C in BUS 311	C in BUS 313	C in BUS 318	C in BUS 325

COURSE LEARNING OUTCOMES / OBJECTIVES

This course emphasizes the development of human resource strategies with consideration to an organization's strategy, culture, and goals. Strategic Human Resource plans are designed to result in superior organizational performance. Upon successful completion of this course, students will be able to:

- Defend and champion the principles of strategic human resources management as fundamental to corporate success.
- Analyze the role of strategic human resources management through the lens of business strategy and corporate strategy.
- Design a human resource plan using methodology for forecasting demand and supply and environmental scanning techniques.
- Evaluate and contrast leadership succession planning.

- Analyze principles of international human resource management to respond appropriately to diverse world views.

REQUIRED MATERIALS & RECOMMENDED PREPARATION / INFORMATION

Belcourt, M., & McBey, K. (2019). Strategic human resource planning. (7th ed.) Toronto, Ontario: Nelson.

Ivey Cases: Agnico Eagle Mines: Retaining an Inuit Workforce in Canada's North 9B20C054

COURSE SCHEDULE, TOPICS, AND ASSOCIATED PREPARATION / ACTIVITY / EVALUATION

The following schedule and course components are subject to change with reasonable advance notice.

WEEK/DATES	ACTIVITY & TOPIC	DUE DATES
Week 1 Jan 9 – 15	<ul style="list-style-type: none"> Orientation and Introduction 	Discussion: Introductory Post due by 5 p.m. Jan 12
Week 2 Jan 16 – 22	<ul style="list-style-type: none"> Strategic Management Chapter 1 	
Week 3 Jan 23 – 29	<ul style="list-style-type: none"> Aligning HR with Strategy and Culture Chapter 1 and 2 	Discussion 1: The Role of Strategic HRM (10%) Individual post due Jan 24 by 9:00 pm PT and peer posts due Jan 26 by 9:00 pm PT
Week 4 Jan 30 – Feb 5	<ul style="list-style-type: none"> HR Forecasting process Chapter 4 	Quizzes Chapter 1 and 2 close Feb 5 at 11:59 pm PT
Week 5 Feb 6 – 12	<ul style="list-style-type: none"> Determining HR Demand Chapter 5 	Assignment: Aligning Strategy and Culture through HRM (20%) Due: Feb 8 by 9:00 pm
Week 6 Feb 13 – 19	<ul style="list-style-type: none"> Determining HR Supply Chapter 6 	Quizzes Chapter 4 and 5 closes Feb 19 at 11:59 pm
Week 7	Reading Break: February 21-24	
Week 8 Feb 27 – Mar 5	<ul style="list-style-type: none"> Environmental Influences Chapter 3 	Discussion 2: Trends Analysis – Qualtrics Report (10%) Individual post due Feb 28 by 9:00 pm and peer posts due Mar 2 by 9:00 pm Quiz Chapter 6 closes Mar 5 at 11:59 pm
Week 9 Mar 6 – 12	<ul style="list-style-type: none"> Succession Management Chapter 7 	Quiz Chapter 3 closes Mar 12 at 11:59 pm
Week 10 Mar 13 – 19	<ul style="list-style-type: none"> Strategic HRM & Employee Engagement Read articles 	Quiz Chapter 7 closes Mar 19 at 11:59 pm
Week 11 Mar 20 – 26	<ul style="list-style-type: none"> Strategic HRM and Employee Engagement Read articles 	Discussion 3: Employee Engagement – V5 Model (10%) Individual post due Mar 21 by 9:00 pm and peer posts due Mar 23 by 9:00 pm
Week 12 Mar 27 – Apr 2	<ul style="list-style-type: none"> International HRM Chapter 11 HR Assessment and Analytics Chapter 14 	Quiz Chapter 11 closes Apr 2 at 11:59 pm
Week 13 Apr 3 – 9	<ul style="list-style-type: none"> HR assessment and Analytics cont'd. Chapter 14 	Discussion 4: Measuring Effectiveness (10%) Individual post due Apr 4 by 9:00 pm and peer posts due Apr 6 by 9:00 pm

WEEK/DATES	ACTIVITY & TOPIC	DUE DATES
		Quiz Chapter 14 closes Apr 9 at 11:59 pm
Week 14 Apr 10 – 16	<ul style="list-style-type: none"> Finalize HR Plan Submission 	Assignment: Agnico Eagle Mines HR Plan (20%) Due: April 11 by 9:00 pm
EXAM WEEK (No final exam in this course)		

Students registered with the Centre for Accessible Learning (CAL) who complete quizzes, tests, and exams with academic accommodations have booking procedures and deadlines with CAL where advanced noticed is required. Deadlines can be reviewed on the [CAL exams page](#).

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Online Discussion 1: The Role of SHRM	10%
Online Discussion 2: SHRM Trends	10%
Online Discussion 3: Employee Engagement and SHRM	10%
Online Discussion 4: Measuring Effectiveness	10%
Individual Assignment: Aligning Strategy and Culture with SHRM	20%
Individual Assignment: Agnico Eagle Mines Case and SHRM Plan	20%
Quizzes	20%
	100%

If you have a concern about a grade you have received for an evaluation, please come and see me as soon as possible. Refer to the [Grade Review and Appeals](#) policy for more information.
<http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf>

COURSE GUIDELINES & EXPECTATIONS

Individual Conduct and Engagement

You are required to:

- Engage fully in the learning experience
- When appropriate, share your experiences to contribute to the learning
- Reach out in advance for support
- Be thoughtful, courteous, and kind to all learners and the instructor
- Deliver on your commitments

Assignments

The School of Business uses APA style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See <http://camosun.ca.libguides.com/apa>.

- Submit all assignments into the D2L drop box by your last name.
- In text citations for quotes, paraphrasing, and references must be consistent with APA standards.

- Grammar, spelling, style and APA formatting, citations and referencing will be assessed in your mark.
- All submitted work must be properly referenced to sources.

Student must submit their assignments on the due date. **A grade of zero will be assigned for late submissions.** There are no additional or make-up assignments if you performed poorly on an assignment.

Quizzes

Quizzes will not be rescheduled. **Not completing any quiz or exam by the scheduled date results in a zero grade.** Exceptions may be made only for medical reasons or extenuating circumstances which must be submitted and then accepted by the instructor.

All written components for the quizzes **must be in your own words.**

SCHOOL OR DEPARTMENTAL INFORMATION

The School of Business is committed to supporting learners to develop knowledge, skills, and values for a changing business world. You will explore the practical as well as the theoretical applications of what you learn to give you skills in demand. Courses are focused on supporting graduates with effective problem-solving, communication and leadership skills along with the technical skills and knowledge needed to be successful in a changing business environment. For more information, contact: business@camosun.ca.

STUDENT RESPONSIBILITY

Enrolment at Camosun assumes that the student will become a responsible member of the College community. As such, each student will display a positive work ethic, assist in the preservation of college property, and assume responsibility for their education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

SUPPORTS AND SERVICES FOR STUDENTS

Camosun College offers a number of services to help you succeed in and out of the classroom. For a detailed overview of the supports and services visit <http://camosun.ca/students/>.

Support Service	Website
Academic Advising	http://camosun.ca/advising
Academic English Help	http://camosun.ca/services/academic-supports/multilingual-student-support
Accessible Learning	http://camosun.ca/accessible-learning
Counselling	http://camosun.ca/counselling
Career Services	http://camosun.ca/coop
Financial Aid and Awards	http://camosun.ca/financialaid
Help Centres (Math/English/Science)	http://camosun.ca/help-centres
Indigenous Student Support	http://camosun.ca/indigenous
International Student Support	http://camosun.ca/international/

Support Service	Website
Learning Skills	http://camosun.ca/learningskills
Library	http://camosun.ca/services/library/
Office of Student Support	http://camosun.ca/oss
Ombudsperson	http://camosun.ca/ombuds
Registration	http://camosun.ca/registration
Technology Support	http://camosun.ca/its
Writing Centre	http://camosun.ca/writing-centre

If you have a mental health concern, please contact Counselling to arrange an appointment as soon as possible. Counselling sessions are available at both campuses during business hours. If you need urgent support after-hours, please contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

Academic Integrity

Students are expected to comply with all College policy regarding academic integrity, which is about honest and ethical behaviour in your education journey. The following guide is designed to help you understand your responsibilities: <https://camosun.libguides.com/academicintegrity/welcome>
Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for Camosun's Academic Integrity policy and details for addressing and resolving matters of academic misconduct.

Academic Accommodations for Students with Disabilities

The College is committed to providing appropriate and reasonable academic accommodations to students with disabilities (i.e. physical, depression, learning, etc.). If you have a disability, the [Centre for Accessible Learning](#) (CAL) can help you document your needs, and where disability-related barriers to access in your courses exist, create an accommodation plan. By making a plan through CAL, you can ensure you have the appropriate academic accommodations you need without disclosing your diagnosis or condition to course instructors. Please visit the CAL website for contacts and to learn how to get started: <http://camosun.ca/services/accessible-learning/>

Academic Progress

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.1.pdf> for further details on how Camosun College monitors students' academic progress and what steps can be taken if a student is at risk of not meeting the College's academic progress standards.

Course Withdrawals Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <http://camosun.ca/learn/fees/#deadlines>.

Grading Policy

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf> for further details about grading.

Grade Review and Appeals

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.14.pdf> for policy relating to requests for review and appeal of grades.

Mandatory Attendance for First Class Meeting of Each Course

Camosun College requires mandatory attendance for the first class meeting of each course. If you do not attend, and do not provide your instructor with a reasonable reason in advance, you will be removed from the course and the space offered to the next waitlisted student. For more information, please see the “Attendance” section under “Registration Policies and Procedures” (<http://camosun.ca/learn/calendar/current/procedures.html>) and the Grading Policy at <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.5.pdf>.

Medical / Compassionate Withdrawals

Students who are incapacitated and unable to complete or succeed in their studies by virtue of serious and demonstrated exceptional circumstances may be eligible for a medical/compassionate withdrawal. Please visit <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.8.pdf> to learn more about the process involved in a medical/compassionate withdrawal.

Sexual Violence and Misconduct

Camosun is committed to creating a campus culture of safety, respect, and consent. Camosun’s Office of Student Support is responsible for offering support to students impacted by sexual violence. Regardless of when or where the sexual violence or misconduct occurred, students can access support at Camosun. The Office of Student Support will make sure students have a safe and private place to talk and will help them understand what supports are available and their options for next steps. The Office of Student Support respects a student’s right to choose what is right for them. For more information see Camosun’s Sexualized Violence and Misconduct Policy: <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.9.pdf> and camosun.ca/sexual-violence. To contact the Office of Student Support: oss@camosun.ca or by phone: 250-370-3046 or 250-3703841

Student Misconduct (Non-Academic)

Camosun College is committed to building the academic competency of all students, seeks to empower students to become agents of their own learning, and promotes academic belonging for everyone. Camosun also expects that all students to conduct themselves in a manner that contributes to a positive, supportive, and safe learning environment. Please review Camosun College’s Student Misconduct Policy at <http://camosun.ca/about/policies/education-academic/e-2-student-services-and-support/e-2.5.pdf> to understand the College’s expectations of academic integrity and student behavioural conduct.

Looking for other policies?

The full suite of College policies and directives can be found here: <https://camosun.ca/about/camosun-college-policies-and-directives>

Changes to this Syllabus: Every effort has been made to ensure that information in this syllabus is accurate at the time of publication. The College reserves the right to change courses if it becomes necessary so that course content remains relevant. In such cases, the instructor will give the students clear and timely notice of the changes.