

COURSE SYLLABUS



COURSE TITLE: BUS 421 Strategic HR Management
CLASS SECTION: D01
TERM: Winter 2025
COURSE CREDITS: 3
DELIVERY METHOD(S): Online, asynchronous

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

INSTRUCTOR DETAILS

NAME: Allison Betton (she/her/hers)
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.

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

The following schedule and course components are subject to change with reasonable advance notice, as deemed appropriate by the instructor.

Week/Dates	Topic	Readings	Activities/Assessments	Due Date
Week 1 Jan 6-12	<ul style="list-style-type: none"> Orientation Introduction to Strategic Management 	Chapter 1	Discussion 1: Introductory Post	Jan 9
Week 2 Jan 13-19	Aligning HR with Strategy and Culture	Chapters 1 & 2		
Week 3 Jan 20-26	Environmental Influences	Chapter 3	Discussion 1: Trends Analysis – Qualtrics Report (10%)	<ul style="list-style-type: none"> Initial post due Jan 21 Peer posts due Jan 23
Week 4 Jan 27-Feb 2	HR Forecasting	Chapter 4	Quizzes Chapters 1, 2, and 3 close	Feb 2
Week 5 Feb 3-9	Determining HR Demand	Chapter 5	Assignment: Aligning Strategy and Culture through HRM (20%)	Feb 9
Week 6 Feb 10-16	Determining HR Supply	Chapter 6	Form teams for Case Study Assignment; sign up in D2L Quizzes Chapter 4 and 5 close	Feb 14 Feb 16
Week 7	Reading Break: February 20-23			
Week 8 Feb 24-Mar 2	Succession Management	Chapter 7	Discussion 2: CEO follow-up question (10%) Assignment: Finalized CEO question (3%)	<ul style="list-style-type: none"> Initial post due Feb 25 Peer posts due Feb 27 Team collaboration complete by Mar 2 Mar 2
Week 9 Mar 3-9	Strategic HRM & Employee Engagement	Read articles in D2L	Quizzes Chapter 6 and 7 close	Mar 9
Week 10 Mar 10-16	Strategic HRM and Employee Engagement	Read articles in D2L	Discussion 3: Employee Engagement and SHRM (10%)	<ul style="list-style-type: none"> Initial post due Mar 11 Peer posts due Mar 13 Team collaboration complete by Mar 16
Week 11 Mar 17-23	International HRM	Chapter 11		

Week 12 Mar 24 – 30	HR Assessment and Analytics	Chapter 14	Discussion 4: Measuring Effectiveness (10%)	<ul style="list-style-type: none"> Initial post due Mar 25 Peer posts due Mar 27 Team collaboration complete by Mar 30
Week 13 Mar 31 – 6	HR assessment and Analytics cont'd.	Chapter 14	Quizzes Chapter 11 and 14 close	Apr 6
Week 14 Apr 7-13	Finalize SHR Plan Submission		Assignment: Rockland Scientific International SHR Plan (22%)	Apr 9

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 notice is required. Deadlines can be reviewed on the [CAL exams page](http://camosun.ca/services/accessible-learning/exams.html). <http://camosun.ca/services/accessible-learning/exams.html>

EVALUATION OF LEARNING

DESCRIPTION	WEIGHTING
Individual Assignments	
Aligning Strategy and Culture with SHRM Presentation	20%
Online Discussion 1: SHRM Trends and Small Business	10%
Online Discussion 2: CEO Follow-up Question	10%
Online Discussion 3: Employee Engagement and SHRM	10%
Online Discussion 4: Measuring Effectiveness	10%
Quizzes	10%
Team Assignments	
CEO Follow-up Question (additional insight for the Case Study)	3%
Case Study: Rockland Scientific International SHR Plan	27%
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	100%

COURSE GUIDELINES & EXPECTATIONS

See the course D2L site for assignment instructions and grades, rubrics, course materials, and handouts for class. Important information will be posted in the course **News**; ensure you read each item. Due date reminders also appear on the course home page. If you have any questions or concerns, please ask!

SCHOOL OR DEPARTMENTAL INFORMATION

Mandatory Attendance for the First Week

This section of BUS 421 (D01) has mandatory attendance for the first week of the course. If you do not complete the required week 1 activities by the deadline 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 for Students” [Registration Policies for Students | Camosun College](#).

Academic Honesty

The School of Business is committed to promoting competence, professionalism and integrity in our students and developing their core skills to succeed throughout their academic programs and in their careers. The purpose of these guidelines is to provide clear expectations of appropriate academic conduct and to establish processes for discipline in appropriate circumstances. It is the **student's responsibility** to become familiar with the definition and consequences of academic dishonesty.

Acts of academic dishonesty include, but are not limited to:

- Using the exact words of a published or unpublished author without quotation marks and without referencing the source of these words.
- Duplicating a table, graph, or diagram, in whole or in part, without referencing the source.
- Paraphrasing the ideas of another person, whether written or verbal, without referencing the source.
- Providing answers to another student in any test, examination, or take-home assignment.
- Taking unauthorized materials into an examination or test.
- Submitting the same paper or portions thereof for more than one assignment in different courses without the instructor's permission.

If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.

Use of AI-Based Writing Tools

This is specifically about ChatGPT but applies to using any artificial intelligence technology in this class. ChatGPT is an AI-based language model that can generate human-like text and is available to students in this course. However, its use is limited to idea generation only. The purpose of this section is to outline the guidelines for using ChatGPT in this course and to specify the restrictions on its use.

- Students may use ChatGPT or other AI-based language models to assist with generating ideas or writing prompts, but the final product must be their own original work. It is essential that students recognize the importance of generating their ideas and thoughts to enhance their critical thinking, problem-solving, and decision-making skills. Therefore, the use of ChatGPT should be seen as a supportive tool, rather than a replacement for students' ideas and efforts.
- Students are not permitted to use ChatGPT or other AI-based language models to complete assignments or exams. Any use of ChatGPT or other AI-based language models for such purposes will be considered academic dishonesty and will result in appropriate action being taken, in line with the College's academic integrity policies.

- If using ChatGPT or other AI-based language models to generate ideas, students must cite the use of ChatGPT or other AI-based language models in their work, following the style guidelines for the course.
- Students are responsible for understanding the limitations and potential biases of ChatGPT and other AI-based language models and for critically evaluating their output.
- The use of ChatGPT or other AI-based language models is not a substitute for participating in class discussions or completing course readings.

Assignments & Exams

Assignment Formatting

The School of Business uses **APA style** for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See <https://camosun.libguides.com/apa7>

- Submit all assignments into the D2L assignment folder 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 cited AND referenced to sources.**
- a. Students must submit their assignments on the due date. A grade of zero will be assigned to late submissions. There are no additional assignments or make up exams of any kind if you performed poorly on an assignment, midterm or final exam.
 - b. **EXAM DATES WILL NOT BE RESCHEDULED.** Non-attendance on scheduled exam dates results in a zero grade. Exceptions will be made only for medical reasons or extenuating circumstances which must be submitted and then accepted by the instructor. Please advise your instructor **promptly**.
 - c. Students registered through the [Centre for Accessible Learning \(CAL\)](#) should discuss timelines with their instructors **at the beginning of each semester**.
 - d. Medical notes must be dated, signed, and be written on letterhead or prescription paper imprinted with the physician's name and address. Notes from RNs, chiropractors, massage therapists, etc., will not be accepted. Electronic notes will not be accepted. Medical documentation must be received no later than 1 week after the student's absence.
 - e. Unless otherwise specified, you are to submit your own work, any work collaborated (unless permitted by the course) will be considered in violation of the College's [Student Conduct Policy](#).

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/
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 <https://camosun.ca/sites/default/files/2021-05/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.

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 250-370-3841

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.