

CAMOSUN COLLEGE
School of Business
Management & Human Resource Leadership Department

BUS 421 D01 Summer 2022 Strategic Human Resource Management
COURSE OUTLINE

The calendar description is available on the web @ <http://camosun.ca/learn/calendar/current/web/bus.html>

Please note: This outline will not be kept indefinitely. It is recommended students keep this outline for their records, especially to assist in transfer credit to post-secondary institutions.

1. Instructor Information

Instructor	Shelaina Postings
Office hours	Friday 10-11 am virtual through D2L Collaborate
Class Time	Online and Asynchronous
E-mail	postingss@camosun.ca

2. Intended Learning Outcomes

- 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

3. Required Materials

E-textbook:

Belcourt, M., & McBey, K. (2019). Strategic human resource planning. (7th ed.) Toronto, Ontario: Nelson.
<https://www.vitalsource.com/en-ca/products/strategic-human-resources-planning-belcourt-podolosky-v9780176856816>

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

<https://www.iveypublishing.ca/s/ivey-coursepack/a1R5c0000F2MbTEAV/business-421-strategic-hrm>

4. Course Content and Schedule

Schedule is subject to change at the discretion of the instructor.

Week	Date	Topic	Chapter/ Reading	Activities/Due Dates
1	May 2 - 8	Orientation + Introduction to Course	Course outline	Introductions, expectations and course overview. D2L Discussion Post Due May 5 by 9:00 pm
2	May 9 - 15	Strategic Management	Chapter 1	
3	May 16-22	Aligning HR with Strategy + Culture	Chapter 1 + 2	The Role of Strategic HRM (10%) D2L Discussion Post Due May 17 by 9:00 pm D2L Peer Feedback Post Due May 19 by 9:00 pm
4	May 23 - 29	HR Forecasting process	Chapter 4	Online Quiz Chapter 1 + 2 Due: May 29 by 11:59 pm
5	May 30 - June 5	Determining HR Demand	Chapter 5	Aligning Strategy and Culture through HRM (20%) Due: June 2 by 9:00 pm
6	June 6 – 12	Determining HR Supply	Chapter 6	Online Quiz Chapter 4 and 5 Due: June 12 by 11:59 pm
7	June 13 - 19	Environmental Influences	Chapter 3	Trends Analysis – Qualtrics Report (10%) D2L Discussion Post Due June 14 by 9:00 pm D2L Peer Feedback Post Due June 16 by 9:00 pm Online Quiz Chapter 6 Due: June 19 by 11:59 pm
8	June 20 -26	Succession Management	Chapter 7	Online Quiz Chapter 3 Due: June 26 by 11:59 pm
9	June 27 – July 3	Strategic HRM and Employee Engagement	Articles	Online Quiz Chapter 7 Due: July 3 by 11:59 pm
10	July 4-10	Strategic HRM and Employee Engagement	Articles	Employee Engagement – V5 Model (10%) D2L Post Due July 5 by 9:00 pm D2L Peer Feedback Post Due July 7 by 9:00 pm
11	July 11 - 17	International HRM	Chapter 11	
12	July 18 - 24	HR assessment and Analytics	Chapter 14	Online Quiz Chapter 11 Due: July 24 by 11:59 pm
13	July 25 - 31	HR assessment and Analytics cont'd.	Chapter 14	Measuring Effectiveness (10%) D2L Post Due July 26 by 9:00 pm D2L Peer Feedback Post Due July 28 by 9:00 pm Online Quiz Chapter 14 Due: July 31 by 11:59 pm
14	August 1 - 7			Agnico Eagle Mines HR Plan (20%) Due: August 5 by 9:00 pm
EXAM WEEK (There is no final exam for this course)				

Basis of Student Assessment (Weighting)

Small Group Activities & Feedback to Peers

- The Role of Strategic HRM 10%
- Trends 10%
- Employee Engagement 10%
- Measuring Effectiveness 10%

Case Assignment

- Agnico Eagle Mines HR Plan 20%

Individual Power Point Presentation

- Aligning Strategy and Culture through HRM Processes 20%

Quizzes

20%

Small Group Activities & Feedback to Peers (40%) - All submissions must be in your own words

For your online reflection activity, you will be placed in a small group. As a group, you are responsible to respond to the week discussion questions. Your participation online will build on the readings that you can apply to your own work context.

- 1) In the week the activity is assigned, you will share an individual post to the online discussion board - **by the due date**. The written post must be supported with **at least two cited sources** found through research (including the course materials and online or print sources).
- 2) Once you have completed your own post, you are required to respond to at least **two other posts made by your peers – by the due date that are also supported with at least 2 cited sources**.

Please note that there are **no exceptions** for late responses and late posts will **result in a zero grade**. Review the marking rubrics for the online discussions to ensure clarity of expectations with content, sources and engagement.

Individual PowerPoint Presentation (20%) - Aligning Strategy and Culture through HRM Processes

You will select an organization and create a short PowerPoint presentation that identifies how the business strategy and organizational culture are supported through HRM processes. Your PowerPoint needs to be visually interesting and supported by your analysis in the **notes section** of your slides. It should be suitable for a business audience and professional in appearance. Each slide will have about 200 – 300 words of description and analysis in the notes section.

Slide 1 Describe the product or service and identify the business strategy.

Slide 2 – Define the organization culture demonstrated. Define the invisible and visible artifacts of the culture. Describe the product or service and identify the business strategy.

Slide 3 – Define how the business or organization is competitive.

Slide 4, 5 + 6. Select three HR lenses and identify how these processes are designed to support the strategy and culture of your chosen business.

Slide 7 – Recommendations / Summarize your analysis

Slide 8 – References used

Organizations to select from: Canadian Tire, Freshii, Lush, Westjet or Tim Horton's

Please note that there are **no exceptions** for late submissions and late submissions will **result in a zero grade**.

Case Analysis (20%) Agnico Eagle Mines: Retaining an Inuit Workforce in Canada's North

Complete Instructions in D2L Assignments.

Quizzes (20%)

Quizzes are completed in D2L. Quizzes will cover content in assigned readings, discussions, slides and online content.

- Once you begin a quiz you will have **30 minutes** to complete it.
- **Missed quizzes will receive a grade of zero.**
- **Your best 8 out of 9 quizzes will be used and averaged for the final grade.**
- Quizzes will not be rescheduled unless there is a medical emergency or extenuating circumstances. See "Assignments and Exams" for the School of Business policy on tests and exams.

ASSIGNMENTS

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 <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.***
- a. Student 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. Students registered through the [Centre for Accessible Learning \(CfAL\)](#) should discuss timelines with their instructors **at the beginning of each semester**.
 - c. 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.
 - d. 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](#).

College Policies:

Academic Progress: *Students are ultimately responsible for their learning and progress and are expected to seek help in a timely manner when they are unable to meet the course requirements. The College is committed to supporting student success and to working with students in achieving their educational goals.*

Quizzes, Tests and Final Exams: *Students are expected to write quizzes, tests and final exams at the scheduled time and place. In emergency circumstances, a student may write a test or final examination before or after the scheduled time if the student would otherwise be unable to complete the program or course. Exceptions due to emergency circumstances, such as unavoidable employment commitments, health problems, or unavoidable family crises, require the approval of the appropriate instructor. **Holidays or scheduled flights are not considered emergencies.** The student may be required to provide verification of the emergency circumstance*

School of Business Academic Honesty Guidelines

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 [guidelines](#), definition, and consequences of academic dishonesty.

[School of Business Academic Honesty Guidelines](#)

[Camosun College's Plagiarism: Definition and Consequences Policy \(E-2.5.1\)](#)

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.

5. Recommended Materials/Resources to Assist Students to Succeed Throughout the Course

[Camosun Learning Skills page](#) and [Camosun Learning Skills Guides](#)

[SFU Essay Assignment Calculator](#) (Camosun [Time Management guide](#) also links to this page)

[Camosun Writing Centres: Open Monday – Friday, 9:00 – 4:00](#)

Writing Centre useful link [Tools and Resources page](#)

[Purdue Online Writing Lab \(OWL\)](#)

[APA Workbook](#)

[APA Style Guide Business Resources tab](#)

6. College Supports, Services and Policies



Immediate, Urgent, or Emergency Support

If you or someone you know requires immediate, urgent, or emergency support (e.g., illness, injury, thoughts of suicide, sexual assault, etc.), **SEEK HELP**. Resources and contacts are available:

[Counselling Centre](#)

[Emergency Mental Health](#)

[Sexual Violence Support and Education](#)

College Services

Camosun offers a variety of health and academic support services, including dental, centre for accessible learning, help centre, learning skills, sexual violence support & education, library, and writing centre. For more information on each of these services, visit the **STUDENT SERVICES** link on the [College website](#).

College Policies

Camosun strives to provide clear, transparent, and easily accessible policies that exemplify the college's commitment to life-changing learning. It is the student's responsibility to become familiar with the content of College policies.

[Policies](#) are available on the College website. Education and academic policies include, but are not limited to, Academic Progress, Admission, Course Withdrawals, Involuntary Health and Safety Leave of Absence, Prior Learning Assessment, Medical/Compassionate Withdrawal, Sexual Violence and Misconduct, Student Appeals, Student Conduct, and Student Penalties and Fines.

7. [GRADING SYSTEM](#)

Standard Grading System (GPA)

Percentage	Grade	Description	Grade Point Equivalency
90-100	A+		9
85-89	A		8
80-84	A-		7
77-79	B+		6
73-76	B		5
70-72	B-		4
65-69	C+		3
60-64	C		2
50-59	D		1
0-49	F	Minimum level has not been achieved.	0

EMPLOYMENT OPPORTUNITIES

Job positions for co-op work terms, non-co-op work terms, and full-time employment are posted on Camosun's [employment website](#).