

# COURSE SYLLABUS



COURSE TITLE:	Business 421 D01: Strategic HR Management
CLASS SECTION:	Asynchronous
LOCATION:	Online and virtual
TERM:	Summer 2023
COURSE CREDITS:	3 credits
DELIVERY METHOD(S):	Asynchronous

Camosun College campuses are located on the traditional territories of the Lək̓ʷəŋən 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 information please visit <https://legacy.camosun.ca/covid19/index.html>

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*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 explanation in advance, **you will be removed from the course** and the space offered to the next waitlisted student.*

## INSTRUCTOR DETAILS

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NAME: Shelaina Postings  
EMAIL: [PostingsS@camosun.ca](mailto:PostingsS@camosun.ca)  
HOURS: Virtual office hours also available by appointment on Thursday from 8:00 am - 9:00 am

*As your course instructor, I endeavour to provide an inclusive learning environment. 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

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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, online discussion groups, and audio taped guest speakers.

## PREREQUISITE(S)

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

Admission to the Post Degree Diploma in Business Administration, Human Resource Management and Leadership Option program

Equivalencies  
BUS 221

## COURSE LEARNING OUTCOMES / OBJECTIVES

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Upon successful completion of this course a student 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

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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-podoloskyv9780176856816>

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>

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

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

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 scan 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

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<b>Online Discussions</b>	<b>40%</b>
• The Role of Strategic HRM	10%
• Trends	10%
• Employee Engagement	10%
• Measuring Effectiveness	10%
<b>Individual PowerPoint Assignment</b>	<b>20%</b>
<b>Case Assignment</b>	<b>20%</b>
<b>Quizzes</b>	<b>20%</b>
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	<b>100%</b>

## COURSE GUIDELINES & EXPECTATIONS

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Assignment formatting. The School of Business uses APA 7 style for formatting assignments and citing references. Proper citations and formatting using APA style will be required. See Camosun College citation guides: <http://camosun.ca.libguides.com/apa7>

- Submit all assignments into the D2L assignments 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 where required by your instructor.
- 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 Academic Integrity Policy. See Camosun's (2021) policy at: <https://legacy.camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf>.

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 any 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.**

## SCHOOL OR DEPARTMENTAL INFORMATION

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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 your responsibility to become familiar with the content and the consequences of academic dishonesty.

## ASSIGNMENTS & EXAMS

- 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.
- **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**.
- Students registered through the [Centre for Accessible Learning \(CfAL\)](#) should discuss timelines with their instructors **at the beginning of each semester**.
- 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	<a href="http://camosun.ca/advising">http://camosun.ca/advising</a>
Accessible Learning	<a href="http://camosun.ca/accessible-learning">http://camosun.ca/accessible-learning</a>
Counselling	<a href="http://camosun.ca/counselling">http://camosun.ca/counselling</a>
Career Services	<a href="http://camosun.ca/coop">http://camosun.ca/coop</a>
Financial Aid and Awards	<a href="http://camosun.ca/financialaid">http://camosun.ca/financialaid</a>
Help Centres (Math/English/Science)	<a href="http://camosun.ca/help-centres">http://camosun.ca/help-centres</a>
Indigenous Student Support	<a href="http://camosun.ca/indigenous">http://camosun.ca/indigenous</a>
International Student Support	<a href="http://camosun.ca/international/">http://camosun.ca/international/</a>
Learning Skills	<a href="http://camosun.ca/learningskills">http://camosun.ca/learningskills</a>
Library	<a href="http://camosun.ca/services/library/">http://camosun.ca/services/library/</a>
Office of Student Support	<a href="http://camosun.ca/oss">http://camosun.ca/oss</a>
Ombudsperson	<a href="http://camosun.ca/ombuds">http://camosun.ca/ombuds</a>
Registration	<a href="http://camosun.ca/registration">http://camosun.ca/registration</a>
Technology Support	<a href="http://camosun.ca/its">http://camosun.ca/its</a>

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Support Service	Website
Writing Centre	<a href="http://camosun.ca/writing-centre">http://camosun.ca/writing-centre</a>

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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, contact the Vancouver Island Crisis Line at 1-888-494-3888 or call 911.

## COLLEGE-WIDE POLICIES, PROCEDURES, REQUIREMENTS, AND STANDARDS

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### 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 Integrity

Please visit <http://camosun.ca/about/policies/education-academic/e-1-programming-and-instruction/e-1.13.pdf> for policy regarding academic expectations and details for addressing and resolving matters of academic misconduct.

### 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](http://camosun.ca/sexual-violence). To contact the Office of Student Support: [oss@camosun.ca](mailto: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.

**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.