

# COURSE SYLLABUS



COURSE TITLE:	Business 421 D01: Strategic HR Management
CLASS SECTION:	Asynchronous
LOCATION:	Online and virtual
TERM:	Fall 2024
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 Thursdays 5:00 -6:00 pm

*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/a1R5c00000FvZnSEAV>

Ivey Cases: Delivering Strategic Human Resource Management 405049  
<https://www.iveypublishing.ca/s/product/delivering-strategic-human-resource-management/01t5c00000CwcsFAAR>

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

<b>WEEK of</b>	<b>Topic</b>	<b>Chapter/ Reading</b>	<b>Activities/Due Dates</b>
Week 1 Monday STAT Sept 2-8	Orientation and Introduction to Course	Course Outline	Introductions, expectations, and course overview. <b>D2L Discussion Post Due Sept. 4 by 10:00 pm to secure seat in course.</b>
Week 2 Sept 9-15	Strategic Management	Chapter 1	
Week 3 Sept 16-22	Aligning HR with Strategy and Culture	Chapter 1 & 2	The Role of Strategic HRM (10%) D2L Discussion Post Due Sept. 18 by 9:00 pm D2L Peer Feedback Post Due Sept. 20 by 9:00 pm
Week 4 Sept 23-29	HR Forecasting Process	Chapter 4	Online Quiz Chapter 1 and 2 Due: Sept. 29 by 11:59 pm
Week 5 Monday STAT Sept 30- Oct 6	Determining HR Demand	Chapter 5	Aligning Strategy and Culture through HRM (20%) Due: Oct. 3 by 9:00 pm
Week 6 Oct 7-13	Determining HR Supply	Chapter 6	Online Quiz Chapter 4 and 5 Due: Oct. 13 by 11:59 pm
Week 7 Monday STAT Oct 14-20	Environmental Influences	Chapter 3	Trends Analysis – Qualtrics Report (10%) D2L Discussion Post Due Oct. 16 by 9:00 pm D2L Peer Feedback Post Due Oct. 18 by 9:00 pm Online Quiz Chapter 6 Due: Oct. 20 by 11:59 pm
Week 8 Oct 21-27	Succession Management	Chapter 7	Online Quiz Chapter 3 Due: Oct. 27 by 11:59 pm
Week 9 Oct 28 -Nov 3	Strategic HRM and Engagement	Articles	Online Quiz Chapter 7 Due: Nov. 3 by 11:59 pm
Week 10 Nov 4 – 10	Strategic HR Management and Engagement	Articles	Employee Engagement – V5 Model (10%) D2L Post Due Nov. 6 by 9:00 pm D2L Peer Feedback Post Due Nov. 8 by 9:00 pm
Week 11 Monday STAT Nov 11 -17	International HRM	Chapter 11	
Week 12 Nov 18 -24	HR Assessments and Analytics	Chapter 14	Online Quiz Chapter 11 Due: Nov. 24 by 11:59 pm
Week 13 Nov 25 – Dec 1	HR Assessments and Analytics	Chapter 14	Measuring Effectiveness (10%) D2L Post Due Nov. 27 by 9:00 pm D2L Peer Feedback Post Due Nov. 29 by 9:00 pm Online Quiz Chapter 14 Due: Dec. 1 by 11:59 pm
Week 14 Dec 2 – 8			Agnico Eagle Mines HR Plan (20%) Due: Dec 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 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

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<b>Online Discussions</b> (50% of mark is for individual post and 50% of mark is for peer posts)	<b>40%</b>
	10%
• 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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### Attendance

To get the most out of this course, students are expected to attend all classes and be on time. It is your responsibility to acquire all information given during a class missed, including notes, hand-outs, changed exam dates etc.

### Due Dates and Late Assignments

The due dates are established in accordance with the course and term duration. The purpose of the due dates is to help both you and I to get the assignments done so that they can be assessed in a timely manner. Just as you need time to complete the assignments, I need enough time to grade them. As such, the due dates are fixed (unless you have an approved academic accommodation through CAL) and it is expected that students will hand in assignments on time.

Assignment marks, comments, and feedback will be returned to students in a timely manner, usually within 1-3 weeks, depending on the length of the assignment. All assignments must be handed in by the time indicated (on the assignment, or on D2L). **Late assignments will result in a zero grade. Late assignments will not be accepted.**

### Assignment Formatting & Academic Integrity

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. Not doing so will result in **academic misconduct**.
- 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>.
- **If you are uncertain or have any questions regarding academic integrity, please do not hesitate to discuss these with your instructor.**

### Exam Procedures

All exams must be written at the scheduled times with the exception of students requiring an accommodation by CAL. It is understood that emergency circumstances do occur (e.g. severe illness or family emergency); for such circumstances accommodation may be offered at the discretion of the instructor, **only if** the following is provided by the student:

- a) Notifies the instructor in advance of the exam (**not after**).
- b) Provides documented evidence of the circumstance (e.g. medical certificate).

***Be sure not to make travel plans for the end of semester until the final exam schedules are finalized and posted.***

### Study Habits

Good and regular study habits are essential to do well in this course. You should plan on a weekly minimum of 6 hours outside of scheduled class time for the completion of readings, assignments and for general studying. Joining a study group can help make this more achievable. Lecture presentations will be uploaded to the course website. These should be used as a study guide, not as your sole source of information. You will need to write down additional key words for examples and explanations given during lecture and review text and videos to support your understanding. It is also recommended practice to transform lecture notes into a study-friendly format after each lecture, incorporating additional information from your textbook. Study these notes before the next class to prepare yourself for new material, which will often build on previously covered material. Please take advantage of office hours if you need extra clarification and help.

### 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.

### 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.

## SUPPORTS AND SERVICES FOR STUDENTS

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

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 <https://camosun.ca/sites/default/files/2021-05/e-2.2.pdf> for further details about course withdrawals. For deadline for fees, course drop dates, and tuition refund, please visit <https://camosun.ca/registration-records/tuition-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](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.

### **Looking for other policies?**

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

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