



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

BUSI 4104 A
Strategic Human Resources Management
Winter 2021

INSTRUCTOR: Jade Han
OFFICE: 1001 Dunton Tower
OFFICE HOURS: Flexible, just email to set up a time. I can meet with groups or individuals using either Big Blue Button or Zoom meetings.
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TA: TBA

CLASS: Tuesday 11:35-14:25
MODALITY: *Online (2 hrs asynchronous and 1 hr synchronous)

UNDERGRADUATE CALENDAR DESCRIPTION:

Systems, strategies and practices used to effectively leverage human capital in organizations. How to think strategically about managing human assets, and what must be done to successfully implement these systems, strategies and practices.

PREREQUISITES:

BUSI 3102 and BUSI 3103 (with a grade of C- or higher in each).

REQUIRED TEXTBOOK AND MATERIALS:

Articles in the reading list.

You can find most of the articles in the online database of MacOdrum Library.

RECOMMENDED RESOURCES:

Books:

Noe, Raymond, et al. (2016). Strategic Human Resource Management (2nd Canadian edition). Toronto: McGraw-Hill Ryerson.

Websites:

Canadian HR Reporter

HR Magazine

Report on Business (Globe & Mail)

Financial Post

HRM Journals:

- Human Resource Management
- Human Resource Management Review
- Human Resource Development Quarterly (and Review)
- International Journal of Human Resource Management

Other Useful Journals:

- Personnel Psychology
 - Journal of Applied Psychology
 - Administrative Science Quarterly
 - Academy of Management Journal, Review, and Executive (or Perspectives)
 - Harvard Business Review
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COURSE DESCRIPTIONS AND OBJECTIVES:

In today's dynamic business environment, the strategic use of human resources is a key source of an organization's competitive advantage. Strategic human resource management (strategic HRM or SHRM) may be regarded as an approach to the management of human resources that provides a strategic framework to support longer-term people issues and macro-concerns about structure, quality, culture, values, commitment and matching resources to future need. This course has two primary themes: (1) how to think systematically and strategically about managing the organization's human assets; and (2) what must be done to successfully implement these systems, strategies, and practices to enhance the competitive capabilities of the firm. To facilitate student learning and integration of course material, the pedagogy will include group presentations, class discussions, in-class activities, and an applied group project. Following completion of this course, students should be able to:

1. Understand the theoretical underpinnings of strategic human resource management;
 2. Identify contemporary HRM challenges facing organizations, and articulate strategies that respond to these challenges; and,
 3. Describe how HRM can be strategically leveraged to accomplish organizational objectives.
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COURSE DESIGN

This course has been designed to be delivered exclusively online. The primary tools used may include email, CuLearn, and Zoom. The course includes both asynchronous (65%) and synchronous (35%) components every week.

1. Pre-recorded class lectures, required readings, video clips, discussion activities will be posted in CuLearn within weekly modules. Please go through lectures and do readings before live sessions.

2. Live sessions are for symposium and presentations. At the end of each session, you can also ask questions on any lecture concept you are not clear on and to consult me for assignments etc. The live sessions will start on scheduled class time: Tuesday 11:35. The length of each session will be around 45-60 minutes. Links to live class meetings will be posted within the weekly modules before the class.

COURSE EVALUATION

Grades will be determined based on the following components:

1. Group Symposium	40%
2. Group Case Study Project Proposal 5% Final report 25% Presentation 10%	40%
3. Class Participation	20%
Total:	100%

1. Group Symposium (40%)

Students will form 8 (3-4 members for each group) groups in the first week of class. Symposia will be held in class beginning in week 2. These weekly symposia will start at scheduled class time: Tuesday 11:35, and all students will be expected to attend.

For week 2 (January 19) to week 10 (March 16), the leading group will prepare a symposium in which group members will present weekly class readings and lead a discussion both during the live session and on the weekly discussion forums. This experiential learning assignment is designed for the online learning experience. It provides the opportunity for in-depth learning on a topic of interest to group members. Groups should be prepared to creatively engage their classmates in a dialogue regarding the assigned readings and other related materials (e.g., additional articles/news clippings related to the topic of interest). A variety of presentation tools may be used including slides, video clips, discussion questions, pop quizzes, experiential activities, etc. Please read "Group Symposium Instructions" on CuLearn for more details. **There is 5% bonus mark for the group which leads the first symposium (on January 19).**

2. Group Case Study Project (Proposal 5%, Final report 25% and Presentation 10%)

Groups will be expected to prepare: (1) a written case study proposal (2 pages maximum, double-spaced, not including graphs and other appendices), (2) a written case study report (10 pages maximum, double-spaced, not including graphs and other appendices), and (3) a presentation of their findings to the class. Cases are expected to be contemporary HRM problems facing real organizations. These cases can be gathered from a variety of HR sources (for some suggestions, see above: "Other resources"). Your case may be based on interviews with key players in the organization, "grey literature"¹ pertaining to the organization, published academic or trade literature, and/or popular media items.

(1) Case study proposal requires you to identify HR-related problem(s)/ opportunities facing the organization. Once you have identified a problem/topic, your group should

¹ Grey literature consists of unpublished or restricted circulation material such as internal company reports, unpublished studies, etc.

complete and submit the proposal on CULearn **by 11:59 p.m. February 23, 2021**. I will ensure that your proposed project is feasible and suitable for the case study assignment. I will also take into account if a previous class has worked on the same company or marketing problem before approving. Instructor approval of your selected topic is required. Do not proceed without securing this approval.

(2) Case study reports include brief descriptions of a problem facing an organization and provide the rationale for a recommended course of action. The main objectives of a case study are to identify the problem(s)/opportunities facing the organization and to utilize theories and concepts you have learned in this course to analyze the situation, generate realistic alternatives, and ultimately propose a recommended course of action. Some key pieces of information may be missing, but this is often the nature of “real-world” managerial decision-making where decisions are rarely made on the basis of complete information. **Group Case Study Reports should be submitted on CuLearn by 11:59 p.m. April 14, 2021.**

(3) Presentations will occur in the last two weeks of class and will be 15-20 minutes in duration. Students are encouraged to use this opportunity to creatively engage their classmates with compelling presentations regarding their case. The focus of the presentation should be weighted more toward the topic you are studying in contrast to the written case study report, which will be more structured and focused on the particular organization.

3. Class Participation (20%)

Given that this is an advanced course, active participation is essential to your learning experience and is, therefore, an expectation of the course. Class participation is equivalent to professionals’ participation in meetings. Effective participation implies active and continuous contribution to class proceedings on the part of students in the form of raising or answering questions, commenting on issues raised by the instructor or other students, or bringing to the attention of the class relevant items of interest from the media or personal experiences. You are expected to read at least one weekly readings in advance and contribute to the discussions. In every weekly module, there is a forum for discussion activities. The instructor and the leading group will post discussion questions on the forum. **Your participation mark will be determined based on your attendance to the live meetings, the quantity and quality of your contributions to live meetings discussions and discussion forums.**

Please read “BUSI 4104 - Class Participation Scoring Rubric” on CuLearn for more details.

***Peer Evaluation** During the last class, each student will be required to complete a group member evaluation form, in which they will assess the contributions of other group members to their group’s overall functioning. These evaluations will be completed independently from other group members and will be kept confidential from them. Although most of the time individual group members will receive the same final grade on the group assignments, the instructor reserves the right to adjust individual grades downward if it is determined that certain individuals’ contributions to the group were inadequate.

***Bonus Marks:**

Students have the opportunity to earn bonus credit in this course through participation in research studies at the Spratt School of Business.

Research Studies: If available, you can choose to participate in research studies being conducted by Sprott faculty. To sign up for specific projects go to: <https://sprott.sona-systems.com> or follow the link on CuLearn. Students will receive a 1% bonus credit for each hour of participation in a study, up to a maximum of 2%. This credit will be added to your final grade at the end of the term.

INSTRUCTOR'S NOTES

1. Please read **at least one** of the assigned readings before the class. Review these materials prior to class so that you are prepared to discuss.
2. Deadlines are strict. Failure to meet deadlines will result in grade penalties of 10% per day. Assignments more than 7 days (1 week) late will be considered missed.
3. Please participate the live meeting symposium on time: starting on Tuesday at 11:35 a.m.
4. Please check your CuLearn page on a weekly basis. It is your responsibility to access this site regularly for any course updates / announcements.

TENTATIVE CLASS SCHEDULE

WEEK	DATE	TOPIC	READINGS/ASSIGNMENTS
1	12-January-21	Introduction and Course Organization	Form groups & assign symposia topics
2	19-January-21	Strategic HRM and Evolving Role of HR	Symposium (Group 1)
3	26-January-21	Analysis and Design of Work & HR Planning	Symposium (Group 2)
4	02-February-21	Acquiring Talent: Recruitment and Selection	Symposium (Group 3)
5	09-February-21	Growing Talent: Strategic Training & Development	Symposium (Group 4)
6	16-February-21	Winter Break, no classes.	
7	23-February-21	Motivating and Evaluating Talent: Performance Management	Symposium (Group 5) Group Case Study Proposal due by 11:59 p.m.
8	02- March-21	Rewarding Talent: Strategic Compensation	Symposium (Group 6)
9	09- March-21	Collective Bargaining & Labour Relations	Symposium (Group 7)
10	16- March-21	Managing HR Globally: Cross-Cultural Issues in Strategic HRM	Symposium (Group 8)
11	23- March-21	Group presentations	
12	30- March-21	Group presentations	
13	06- April-21	Write Group Case Study Reports	Group Case Study Reports due by April. 14 11:59 p.m.

ADDITIONAL INFORMATION

Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Spratt School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is

known to exist. For more details, visit the Equity Services website:
carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Religious obligation

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website:
carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf

Academic Accommodations for Students with Disabilities

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. carleton.ca/pmc

Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: carleton.ca/sexual-violence-support

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist.
<https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data,

unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in* any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprott.carleton.ca/students/undergraduate/learning-support/>

** Note that the office is physically closed. However, e-drop in is available between 8:30-4:30 until social distancing requirements are updated by the Province.*

Centre for Student Academic Support

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: carleton.ca/csas.

Important Information:

- Students must always retain a hard copy of all work that is submitted.
 - All final grades are subject to the Dean's approval.
 - For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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