



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

BUSI 4104 A
Strategic Human Resources Management
Winter 2020

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OFFICE HOURS: Monday 14:30-15:15 or by appointment Location: DT1001
CLASS: Monday 11:35-14:25
COURSE WEB PAGE: <https://www.carleton.ca/culearn/>
ADDITIONAL SUPPORT: <https://carleton.ca/csas/writing-services/>

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. Or you can find the BUSI 4104A: Strategic Human Resource Management Coursepack (Winter 2020) at Haven Books. This coursepack is a hardcopy of all the articles in the reading list.

OTHER RESOURCES:

Noe, Raymond, et al. (2016). Strategic Human Resource Management (2nd Canadian edition). Toronto: McGraw-Hill Ryerson. ISBN-10: 1259024687; ISBN-13: 978-1259024689

Bailey, C., Mankin, D., Kelliher, C., & Garavan, T. (2018). Strategic human resource management. Second edition, Oxford University Press.
ISBN-10: 9780198705406; ISBN-13: 978-0198705406

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 EVALUATION

Grades will be determined based on the following components:

1. Final Exam	35%
2. Group Symposium	30%
3. Group Case Study Project (Report 15% and Presentation 5%)	20%
4. Debate	10%
5. Discussion Participation	5%
Total:	100%

1. Final Exam (35%)

The final examination will be held during the formal exam period. The exact date and time will be announced later in the term. Students are advised to take final exam dates into consideration prior to making any travel arrangements. The final exam will consist of multiple-choice questions and short-answer/essay questions and will include all course material covered up to and including March 15. **Please note: students must achieve a minimum of 50% on the final exam to pass the course. You will need to deal with the registrar's office should you miss a formally scheduled examination.**

2. Group Symposium (30%)

Students will form 9 groups in the first week of class. Symposia will be held in class beginning in week 2.

Tasks for leading groups: For week 2 (January 13) to week 10 (March 13), I will talk about the key readings (denoted by * in the reading list). Then leading group will prepare a symposium in which group members will present other readings and lead a discussion on the weekly readings.

This assignment provides the opportunity for in-depth learning on a topic of interest to group members. Groups should be prepared to creatively engage their fellow students 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, handouts, video clips, discussion questions, pop quizzes, experiential activities, etc.

Each group's grade of group symposium will be the mean of marks given by audience groups. There is 5% bonus mark for the group which leads the first symposium (on January 13). Meanwhile, you have the right to evaluate the participation level of your audience by nominating the best participants in your symposium.

Please read "Group Symposium Instructions" on CuLearn for more details.

Tasks for non-leading groups: Each week, groups not leading the symposium discussion should evaluate the performance of the leading group by using the evaluation form provided to you. You can find the evaluation form on CuLearn in the section "Group Symposium". At the end of week 11, each group should submit eight evaluation forms in total (you do not need to evaluate your group). **Evaluation forms are due March 23, 2020.** Please submit evaluation forms on CuLearn by 11:59 p.m.

There are several rules for the evaluation task: 1) submit one evaluation form for each group except your group; 2) no more than 20% (2 groups) A grades (36 out of 45 points); 3) a grade point average of between C (28.5 out of 45 points) and B+ (35.5 out of 45 points); 4) list at least three strengths and three weaknesses as comments on each symposium. If you fail to follow these rules, you will lose 50% of your group symposium grade (e.g. a group symposium with 40 marks will be penalized 20 marks).

The first purpose of this evaluation task is to improve the engagement into the symposium discussion. Moreover, in today's business world, there is a growing need for organizations/groups to collaborate with each other. This task aims to improve intra- and intergroup communication and cooperation in the class. Also, you will learn how to conduct intergroup negotiation which is common in the real business world.

3. Group Case Study Project (Report 15% and Presentation 5%)

Groups will be expected to prepare: (1) a written case study report (10 pages maximum, double-spaced, not including graphs and other appendices), and (2) 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.

Presentations will occur in the last two weeks of class and will be 30-40 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.

Case study reports are brief descriptions of a problem facing an organization at a point in time 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 are due April 06, 2020.**

4. Debate (10%)

Two debates will be held during regular class time on March 23. The first debate is between Team A (including members of groups 1 and 2) and Team B (including members of groups 3 and 4). The second one is between Team C (including members of groups 5 and 6) and Team D (including members of groups 7,8 and 9, in consideration of group 9's tight schedule). I will provide two topics and will run a draw for the topics on February 3.

The purpose of this debate activity is to allow you to collect information on a topic, critically analyze a topic, learn how to plan your arguments, and express your viewpoints.

You will be evaluated on 5 aspects:

- Put forth well-researched arguments, supported with statistical data, evidence, or theory
- Structure arguments clearly and rationally
- Show the ability to think on your feet
- Demonstrate the ability to consider the other team's point of view

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

- Use evidence, statistical data, or theory to counter the other side's arguments

The winning group will be decided by an anonymous vote by the audience. Members of the winning team will get A grade, and members of the other team will get B grade. The specific grades will depend on how many aspects the teams are winning. Please read "Debate Instructions" on CuLearn for more details.

5. Class Participation (5%)

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. **Your participation mark will be determined based on your level of involvement in the class and the quality of your contributions to group symposia.** You are expected to read **at least one weekly readings** in advance and contribute to the discussions. **Your participation level will be evaluated by the symposium leading group and the instructor. In other words, the times you are nominated as the best participant will influence your participation marks.**

***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 Sprott School of Business.

Research Studies: If available, you can choose to participate in research studies being conducted by Sprott faculty, some of these studies may be conducted online, while others will require you to go to the Behavioural Lab in 1723 Dunton Tower. Check your email for a message from:

sprott-admin@sona-systems.net to get your login and password. 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. You will display your name tent every class. The leading groups can know your name in order to nominate you as the best participant.

2. Please come to class having read **at least one** of the assigned readings. Review these materials prior to class so that you are prepared to discuss them and bring your course materials with you to class.
3. 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.
4. Please arrive to class on time. Laptops and cell phones should only be used for class-related purposes.
5. 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	06-January-20	Introduction and Course Organization	Form groups & assign symposia topics
2	13-January-20	Strategic HRM and Evolving Role of HR	Symposium (Group 1)
3	20-January-20	Acquiring Talent: Recruitment and Selection	Symposium (Group 2)
4	27-January-20	Growing Talent: Strategic Training & Development and Succession Planning	Symposium (Group 3)
5	03-February-20	Motivating and Evaluating Talent: Performance Management	Symposium (Group 4) Draw for the debate topic
6	10-February-20	Rewarding Talent: Strategic Compensation	Symposium (Group 5)
7	17-February-20	Winter Break, no classes.	
8	24-February-20	Keeping Talent: Retention Management and Restructuring	Symposium (Group 6)
9	02- March-20	Cross-Cultural Issues in Strategic HRM	Symposium (Group 7)
10	09- March-20	HRM and ethics	Symposium (Group 8)
11	16- March-20	Organizational Effectiveness and the Future of Strategic HRM	Symposium (Group 9)
12	23- March-20	Debate 1 (Groups 1&2 vs Groups 3&4) Debate 2 (Groups 5&6 vs Groups 7, 8 & 9)	Bring your phones or laptops to vote Evaluation Forms of the Group Symposium due by 11:59 p.m.
13	30- March-20	Group presentations	
14	06- April-20	Group presentations	Group Member Evaluations Group Case Study Reports due by 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 Sprott 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 is 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/>

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 <http://carleton.ca/ccs/students/>

Important Dates and Deadlines

January 6, 2020

Winter term classes begin.

January 17, 2020

Last day for registration for winter term courses.

Last day to change courses or sections (including auditing) for winter term courses.

January 17-19, 24-26, 2020

Fall term deferred examinations will be held.

January 31, 2020

Last day for a fee adjustment when withdrawing from winter term courses or the winter portion of two-term courses (financial withdrawal). Withdrawals after this date will create no financial change to winter term fees and will result in a permanent notation of WDN appearing on your official transcript.

February 14, 2020

April examination schedule available online.

February 17, 2020

Statutory holiday. University closed.

February 17-21, 2020

Winter Break. Classes are suspended.

March 13, 2020

Last day to request formal exam accommodations for April examinations to the Paul Menton Centre for Students with Disabilities. Note that it may not be possible to fulfill accommodation requests received after the specified deadlines.

March 24, 2020

Last day for summative tests or examinations, or formative tests or examinations totaling more than 15% of the final grade, in winter term or fall/winter courses before the official examination period (see examination regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar).

April 7, 2020

Last day to pay any remaining balance on your Student Account to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay summer 2020 course selection.

Winter term ends.

Last day of winter term and fall/winter classes.

Last day for academic withdrawal from winter term and fall/winter courses.

Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for winter term and fall/winter courses.

Last day for take home examinations to be assigned, with the exception of those conforming to the examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

April 10, 2020

Statutory holiday. University closed.

April 13-25, 2020

Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all seven days of the week.

April 25, 2020

All take-home examinations are due on this day, with the exception of those conforming to the examinations regulations in the Academic Regulations of the University section of the Undergraduate Calendar/General Regulations of the Graduate Calendar.

May 15-27, 2020

Winter term and fall/winter deferred final examinations will be held.

May 18, 2020

Statutory holiday. University closed. No examinations take place.