

BUS 453
Strategic Human Resources Management
Fall 2023

INSTRUCTOR: Yu (Jade) Han
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CLASS: Tuesday and Thursday 13:00 to 14:15 p.m.
CLASSROOM: ED 616
OFFICE HOURS: By appointment
OFFICE LOCATION: ED 565.7
PHONE: 306-337-2687
COURSE WEB PAGE: <https://urcourses.uregina.ca/>

LAND ACKNOWLEDGEMENT

The University of Regina is situated on the territories of the nêhiyawak, Anihšînāpēk, Dakota, Lakota, and Nakoda, and the homeland of the Métis/Michif Nation. The University of Regina is on Treaty 4 lands with a presence in Treaty 6.

UNDERGRADUATE CALENDAR DESCRIPTION

This course concerns the development and integration of human resource management practices to further the strategic direction of the organization. The course addresses: HR forecasting and planning, succession management, strategic approaches to other human resource management functions, and current HRM issues such as emerging organizational forms, downsizing and restructuring, and mergers and acquisitions. Prerequisite: Three of: 301, BUS 350-369, or BUS 450-469, and a minimum of 75 credit hours.

LEARNING OUTCOMES & OVERALL OBJECTIVES

1. Demonstrate an understanding of the importance of a strategic approach to human resource management.
 2. Appreciate the contribution of strategic human resource management to organizational effectiveness.
 3. Demonstrate analytical skills in making human resource management decisions and assessing results
 4. Appreciate the complex role of strategic human resource management in meeting the expectations of individuals, organizations, and society.
 5. Apply knowledge of strategic human resource management to real and simulated work settings.
 6. Enhance teamwork skills through group exercises and in-class engagement.
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COURSE MATERIALS

1. HR Simulation: HRManagement-The Human Resource Management Simulation. Charlottesville, Virginia: Interpretive Simulations. <http://www.interpretive.com>
The HR Simulation will be charged to your student account.

2. Schwind, H.F., Uggerslev, K., Wagar, T.H., & Fassina, N. (2022). Canadian Human Resource Management: A Strategic Approach (13th Edition). McGraw-Hill: Toronto

INSTRUCTOR'S NOTES

1. This course uses an experiential, action learning approach. In particular, the course uses a combination of lectures, simulation, experiential exercises, peer feedback, and team projects to enhance your learning.
 2. The textbook is strongly recommended. Reading the text will definitely help with the course material. Older versions of the textbook are available at lower cost (e-textbook, rentals, used old editions etc.).
 3. Please check your UR Courses page on a weekly basis. It is your responsibility to access this site regularly for any course updates / announcements.
 4. The course materials are intended for the students' use only. Students should not further reproduce or redistribute course materials to any persons or websites outside the course.
 5. This course will use the Proctortrack remote proctoring platform for verification of student identity and monitoring of class exams. As a result, your personal information will be securely and temporarily collected and stored under the legal authority of The Local Authority Freedom of Information and Protection of Privacy Act. This personal information will include your first and last name, institution name, student number, image, as well as recordings of you and your computer screen during a proctored exam. Students are advised to complete the Student Onboarding process early in the term to allow as much time as possible to resolve any issues that may arise. Further information can be found here: <https://www.uregina.ca/remote-learning/index.html#proctoring>
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COURSE EVALUATION

Grades will be determined based on the following components:

1. Individual: HRM Simulation Quiz	5%
2. Team: In-Class Exercise	10%
3. Team: HRM Simulation Project	50%
4. Individual: Midterm Exam	15%
5. Individual: Final Exam	20%
Total:	100%
*Bonus Marks	Up to 2%

1. HRM Simulation Quiz: 5%

Will be completed in class on September 21. Covers material in the HRM Simulation Manual (to access, students must log in at: <http://www.interpretive.com>) and information related to the simulation presented in this course outline.

2. In-Class Exercise: 10%

Will be completed in class on October 19. Please ensure you attend this class. Failure to attend this class will result in a grade of zero.

3. HRM Simulation Project: 50%

Detailed information on the HRM Simulation group project is provided on pages 2 –4 of this outline. Decisions and incident responses for the simulation are to be submitted online. Six incident decisions reports should be submitted on UR Courses. Please see page 4 for the deadline for each incident report. And, the final project report should be submitted on UR Courses by 11:59 p.m. December 5. Late reports will receive a penalty of 10%/day.

4. Midterm and Final Exams: 15% and 20%

There are two exams for this course. The midterm will be completed on October 17. The date, time, and location of the final exam will be announced later in the term. Both exams will be based on the textbook and material covered in class, including lectures, in-class activities, and discussion. If you take the exam online in UR Courses, using Proctortrack is mandatory. Failing to use Proctortrack will result in a grade of zero.

HRM SIMULATION PROJECT

Each student will participate in the HRM Simulation (<http://www.interpretive.com>) which highlights the principles taught in the course and provides players with simulated real world experience in making HR decisions and observing their impact. You will form self-determined groups of three or four for this project. The HRM Simulation will require groups to work collectively to manage a budget and make a series of HR decisions throughout the term, hand in a final report at the end of the course, and complete peer performance evaluations.

At the beginning of the simulation, your group will meet together to set goals on the various parameters of the simulation. After your goals have been set, there will be 1 “practice” simulation decision followed by 6 “actual” decision periods (each decision period is a fiscal quarter, so there will be a total of 6 quarters after the practice decision). The simulation decision period for a given week will be opened during class time (Thursday) and **closed at 11:59 PM on the Monday following class (except for the 2nd Decision. Please see page 4 for the deadline for each incident)**. The “practice” round will be played in “benchmark mode” (i.e., against the computer) and will allow you to play and replay the round as many times as you wish. When the “actual” simulation begins, it will be played in “direct competition mode” (i.e., each team will be competing against other teams in their industry) and decisions are final once they have been submitted. Each team must appoint a team leader who will finalize and “lock down” the team’s decisions.

The HRM Simulation Project is worth 50% of the final course grade. This 50% is calculated based on the following components:

Incident Decisions Reports	12 marks
Industry Rankings	12 marks
Final Simulation Report	26 marks
Total:	50 marks

Incident Decisions Reports (12 marks – 6 incident decisions @ 2 marks each)

At the time of each decision, you will also need to respond to an HR-related incident that is described in the “Special” section of the Decisions tab of the simulation. Your

response will consist of two components. First, when making your on-line decision for the simulation, you will indicate the option that you select in the “Special” section of the Decisions tab. Second, you will be required to submit a written report for each incident in which you briefly describe what challenge the incident presents to the organization (i.e., the problem), what you would do to address the incident (i.e., the incident decision you made), and why you made that decision (i.e., the rationale). **This report should not exceed 1 page and must be submitted on UR Courses by the same Monday in which that particular simulation decision is due.**

The narrative incident responses will be graded based on the following criteria:

- (1) the extent to which the response represents a good understanding of the incident and the challenge it presents to HR and the organization;
- (2) the quality of the rationale that is provided for the proposed incident decision.

Industry Rankings (12 marks – 2 rankings @ 6 marks each)

After decisions 4 and 6, your team’s overall ranking within the industry will be determined based on the balanced scorecard metric used in the simulation system. Equal weighting of each of the 10 performance indicators assessed in the simulation is used in tabulating this overall ranking. On each of these occasions, teams that are ranked in the top quartile of the industry will be awarded 6 marks; teams ranked in the second quartile will be awarded 4 marks; teams in the third quartile will be awarded 2 marks; teams in the bottom quartile will receive 1 mark. Teams that exceed their budgets in quarters 4 and 6 will be penalized for exceeding the budget.

Final Report (26 marks)

The report is intended to be a Management Audit of your team’s simulation goals, strategies, decisions, and outcomes. In essence, you should describe the goals that you set, the strategies that you used, and the key decisions that you made throughout the simulation. The final project report should be submitted on UR Courses by **11:59 p.m. December 5, 2023**. Additional information will be discussed in-class and posted in UR Courses.

HRM Simulation Schedule

Simulation decisions are scheduled for completion in the following classes and are due the following Monday before 11:59 p.m.:

Decision #	Date	Incident	Decisions and Incident reports due
1	September 28	Job Analysis	October 2
2	October 5	Recruiting for Temporary Positions	October 23
3	October 26	Selection of Employees	October 30
4	November 2	Self-Managed Work Teams	November 6
5	November 9	Performance Appraisal	November 13
6	November 16	Compensation Planning	November 20

***Peer Evaluation** At the end of the term, each student will have the opportunity 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 (e.g., an average of below '4' from the majority of peers in their group).

***BONUS MARKS**

Students have the opportunity to earn bonus credit in this course through participation in research studies in the Faculty of Business Administration. Students can earn up to a **maximum of 2%**. This credit will be added to your final grade at the end of the term. However, availability of these opportunities cannot be guaranteed. For more information about our participant pool and to sign up for the studies, please visit <https://www.uregina.ca/business/Research/participants-pool.html> (click on "Sona Systems" to sign up for studies). If you do not have an account, register using your U of R email as ID (this is important as the system will not work with any other email address!) For example, if your email address is tucker05@uregina.ca you should enter tucker05 as your User ID (the same User ID you use for UR Courses). Do not use your student number (e.g., not 200200041) and do not use your Hotmail, Yahoo, or Gmail account (if you do this the system will reject it). Please always use your UofR User ID whenever you contact the participant pool coordinator at business.participant.pool@uregina.ca.

POTENTIAL NEED FOR ACCOMMODATION

The University of Regina aims to support all students in achieving academic success while enjoying a full and rewarding university experience. Student Accessibility upholds the University's commitment to a diverse and inclusive learning environment by providing services and supports for students based on disability, religion, family status, and gender identity. Students who require these services are encouraged to contact Student Accessibility to discuss the possibility of academic accommodations and other supports as early as possible. For further information, please email accessibility@uregina.ca or call (306) 585-4491.

MISSED EXAM AND ASSIGNMENT POLICY

Exams: If you miss the **simulation quiz and/or midterm exam**, you must contact the instructor by email within 48 hours of the missed exam/quiz. If the midterm exam/quiz is missed for a valid reason, the exam weight (midterm 15%; simulation quiz 5%) will be allocated to the final exam (or midterm exam if the simulation quiz is missed). You need to have a legitimate reason to support missing an exam/quiz, the grade assigned will be zero.

Students unable to write the **final exam** because of illness or other circumstances beyond their control may apply for permission to write a deferred examination. You will need to submit an [Application for Deferral of Course Work and/or Final Exam](#) with supporting documentation within three days of the scheduled exam.

Assignment: The penalty for late assignments is 10% per day. No assignments will be accepted beyond 5 days late (unless accompanied by a legitimate reason). Beyond 5 days late, a grade of zero will be assigned. If you miss an assignment deadline for a legitimate reason (illness, bereavement) you must notify the instructor via email within 48 hours of the missed deadline to provide proper documentation and to discuss extension possibilities. Extensions to assignment deadlines (without penalty) may be permitted under some conditions (see below).

Extenuating Circumstances and Documentation: Please plan your schedule in advance to ensure that you are able to meet the required deadlines. If students

experience serious illness, death in the family, or other extenuating circumstances they may apply for extensions on assignments or deferred final exam. Situations that do not qualify are being busy, not feeling 100%, or having other exams or assignments due on the same day. While in some cases self-declarations will be appropriate documentation, other forms of documentation may be required to schedule a deferral for the final exam.

REMARKING

From time to time, students have legitimate concerns about marks they have received on a piece of work submitted. It is important to understand that you do have recourse if you feel that any paper handed back to you has not been marked appropriately for the work you have submitted. If you ever feel this way during this course, you must embark upon the following procedure within one week of **the grade being posted on UR Courses**:

- 1) Indicate in writing specifically what your concern(s) is (are). This does not mean that you simply say "I think I deserve more marks." You must clearly indicate where the marker made a mistake in his/her marking of the paper. In this regard, you must refer to the class notes, excerpt in the textbook, etc., supporting your claim.
- 2) After completing #1 above, you must submit the paper with your comments back to the instructor within one week of the grade being posted on UR Courses. If you did not check the mark on UR Courses, you still have only one week from the original grade release date to request a remark.
- 3) If a deliverable is not resubmitted following the above guidelines, the instructor will regard the mark as originally assigned to be final. NO MARKS will be changed at a later date.

No make-up activity or assignment can be undertaken in order to improve course marks. It is important to note that the instructor reserves the right to remark the entire paper in question and to either leave the mark as is or to change it positively or negatively as required.

ACADEMIC INTEGRITY

Academic integrity is expected of all students taking business courses at all times. The Hill and Levene Student Code of Professional & Ethical Conduct (which all students are expected to sign) includes three commitments concerning academic integrity. Each of these commitments is discussed further below:

"Every exam or quiz that I write will be done with honesty and integrity, following all University and instructor requirements" (Hill and Levene Schools of Business, n.d., p. 1). Students must ensure that what is submitted in an exam or quiz is entirely their own work in accordance with the rules of the exam/quiz. Not doing so is cheating. Examples of exam cheating include: copying (or attempting to copy) the work of another student; bringing any kind of unauthorized material or device into an exam/quiz; communicating with another student during an exam; or helping another student cheat (see University of Regina, 2022, p. 49).

"Every assignment that I submit for University of Regina classes will be my own work, or in the case of group submissions, the work of my group members" (Hill and Levene Schools of Business, n.d., p. 1)

Cheating on an assignment is a situation where a student receives or gives unauthorized information/help to aid in its completion. Examples can include copying the work of another student in an assignment; using an existing solution to an assignment question (or similar question) as a basis for answering an assignment question; or collaborating with another student in completing an assignment where collaboration is not specifically allowed (see University of Regina, 2022, pp. 49-50).

“Every paper, report, reflection, journal, or other similar work that I submit will properly acknowledge the source of ideas contained therein” (Hill and Levene Schools of Business, n.d., p. 1). This commitment concerns the avoidance of plagiarism. Plagiarism is a risk in the specific situation where students are allowed/expected to use other sources in a term paper or similar assignment; plagiarism occurs when a student has failed to acknowledge those sources using an appropriate method of citation. To avoid plagiarism, students must ensure that every item of information that has been paraphrased or quoted from another source includes acknowledgement of that source using within-text citation; full information about the source should be also provided in the document (typically the full information is contained in a reference list at the end of the document). In addition, any passage that has been taken word-for-word from another source (i.e., quoted) must be enclosed in quotation marks. In the case where the quoted material is lengthy, an indented block quotation form can be used as a substitute for quotation marks.

Additional examples of academic misconduct can be found in the University of Regina Undergraduate Calendar under the heading Acts of Academic Misconduct. As academic misconduct is a serious offence, the penalties are severe. A first offence typically results in a zero on the exam or assignment, and further instances of academic misconduct can result in a zero or XF in the course and/or suspension or expulsion.

TENTATIVE CLASS SCHEDULE

Note: This schedule is subject to revisions.

WEEK	DATE	TOPIC	READINGS/ACTIVITIES
1	31-August	Introduction and Course Organization	
2	5-September 7- September	Strategic HR Management HR in Alignment	Chapter 1 Form Groups
3	12- September 14- September	Legal Requirements and Managing Diversity	Chapter 4 Register for HR Simulation
4	19- September 21- September	Managing Employee Relations	Chapter 11 HRM Simulation Quiz, Goal Setting Exercise #1, and Practice Round
5	26- September 28- September	Analysis and Design of Work	Chapter 2 HRM Simulation – Decision #1
6	3-October 5- October	Attracting Talent: Recruitment	Chapter 5 HRM Simulation – Decision #2
7	10- October 12- October	Fall Break Week, No Class	
8	17- October 19- October	Midterm Exam (17-October)	Graded Group In-Class Exercise (19- October)
9	24- October 26- October	Attracting Talent: Selection	Chapter 6 HRM Simulation – Decision #3
10	31- October 2-November	Growing Talent: Training & Strategic Development	Chapter 7 HRM Simulation – Decision #4
11	7- November 9- November	Evaluating Talent: Managing Employee Performance	Chapter 8 Simulation Goal Setting Exercise #2 HRM Simulation – Decision #5
12	14- November 16- November	Rewarding Talent: Compensation and Benefits	Chapters 9, 10 HRM Simulation – Decision #6
13	21- November 23- November	Safe, Secure, and Productive Workplaces	Chapter 12 HRM Simulation – Final results, Final Report Writing Tips
14	28- November 30- November	Course Wrap-up & Review for Final Exam	HRM Simulation Final Report Writing
15	5- December	Peer Evaluation	HRM Simulation Final Report due by December 5, 11:59 p.m.

The final exam will be scheduled during the final exam period. The tentative date is December 14.

STUDENT RESOURCES

Writing Assistance

The Student Success Centre (www.uregina.ca/ssc) offers both on-line resources and in-person tutoring on writing skills.

Counseling Services

If any learner is experiencing personal problems which may be affecting their studies, please consider consulting UofR Consulting Services. For more information check here

<https://www.uregina.ca/student/counselling/services/index.html>



Feeling Stressed? Always worried?

Some stress is normal when you're going to university but **1 in 5 students** will suffer from enough distress that they **would benefit from counselling**.

What can I do?

The U of R offers several counselling services free of charge for students at the U of R. These sessions are confidential and easy to access for students – simply go to the second floor of Riddell, Room 251 to make an appointment.

When should you go?

Knowing when to schedule an appointment can be tough. Some common issues you might need help with include test anxiety, if you've experienced a trauma like losing a family member or a close friend, or if you've recently ended a relationship.

If the feelings you're experiencing are more intense and severe counselling services can also provide urgent service within 3 days and referrals as needed.

What options are available for me?

Personal Counselling – This is a great option if you'd like one on one attention for things like anxiety and panic, relationship conflict, depression, grief and loss, academic issues, body image and substance abuse. Up to 5 sessions are free per semester. Try it – talking about your problems can be more helpful than you might think!

Group Counselling – Simply put, you're not alone. Many students are experiencing the same things as you. The U of R offers a wide variety of group counselling opportunities that can help teach many skills for managing your mental health, including: Meditation and relaxation, Healthy relationships, Stress Management and Self-Care.

But I can't afford counselling...

Seeking counselling doesn't have to be cost prohibitive. Many students can benefit from the 5 free sessions offered by the University as a benefit of being a student.

If you need more sessions make sure you contact URSU and visit www.iHaveAPlan.ca. Many expenses that are related to mental health, including going to a psychologist, are partially covered by your Student Health and Dental Plan!

What else can I do?

Self-care - taking better care of yourself, can help you out. Eating better, working out, smoking and drinking less and balancing school with fun can all help with mental health!

Have a problem but don't know how to fix it?

URSU's Student Advocate can help you free of charge!

- Academic Appeals
- Disciplinary Appeals
- Student Loan Appeals
- E-mail advocate@ursu.ca to schedule an appointment today!
- Emergency Bursaries
- Notary Public
- Rentalsman Appeals

