

STRATEGIC HUMAN RESOURCE MANAGEMENT | GBUS 843

Winter 2026

INSTRUCTOR DETAILS

Name:

Email:

CLASS DETAILS

Class Dates:

Class Times & Location:

COURSE DESCRIPTION

This course examines human resources functions from a strategic and institutional perspective. The topics include human resource planning, recruitment and selection, performance measurement and assessment, training and development, and the design of reward systems.

COURSE LEARNING OBJECTIVES

1. Students will build strong understanding of evidence-based Human Resource theories and current practices.
2. Students will be able to apply major Human Resource concepts at all organizational levels.
3. Students will use appropriate quantitative and qualitative techniques to solve various business problems.
4. Students will develop reasoned and evidence-based solutions to business problems.

COURSE STRUCTURE

This course is organized into Weekly Units. Detailed requirements and expectations are provided in each Unit. When UR Courses becomes available at the start of the semester, the Orientation and Unit 1 will be immediately available, with subsequent Units added as the semester progresses. All course work is completed asynchronously—there are no Zoom lectures or synchronous modules.

COURSE MATERIALS

1. **Textbook | Print or e-book (Required):** Steen, S., et al. (2023). *Human Resource Management (6th Canadian edition)*.
2. **Case Studies:** Two Ivey Case Studies will be billed to your student account.
3. **UR Courses:** A variety of strategic and academic articles are referenced in your course materials. Additionally, other course materials will be provided within UR Courses. All assignments are to be submitted electronically (UR Courses).

COURSE ASSESSMENTS (Assignment + Grading Details document posted in UR Courses provides additional details)

- a) **Participation & Engagement – Individual (18%)** | Units 1-9 contain questions (Unit Questions) intended to create engagement with the course materials and stimulate reflection and application of the content. Units 1-9 provide an area for you to post your perspectives and insights (anonymously to you and your colleagues) to a few questions and view the answers provided by your colleagues in the class. Your grade for the semester will be based on your contributions to SEVEN of the NINE Course Units.
- b) **Case Write-ups (2) – Duos/Trios (20%)** | There are TWO case write-ups (maximum 1000 words). You can choose your own Duo/Trio with the option to be assigned by the instructor after the last day to add/drop classes (January 19). Questions will be provided to guide your response. Note: Only 1 member of your Duo/Trio will need to submit your write-up in UR Courses (in Word or PDF format).
- c) **Quizzes – Individual (12%)** | There are FIVE timed and graded Unit quizzes (25 MC/TF Questions). These quizzes are individual assignments—it is academic misconduct to share questions and/or answers or to collaborate with another student in any manner in completing these quizzes. Each quiz is worth 3% but your BEST FOUR will be used for grading purposes.
- d) **Wrap-up Assignment – Individual (10%)**
- e) **In-Person Final Exam – Individual (40%)** | April 22 @ 7-9 p.m. ED 616 – U of R Campus

CONTACTING THE INSTRUCTOR

An “Ask the Instructor” Forum is provided in UR Courses and I am also available to respond by email. I will usually respond within 24 hours during the work week.

ACADEMIC REGULATIONS

Grading | Grades will be posted in UR Courses, usually within 8 days. I am happy to answer questions about grading and your assignments, but please note that grades ***are not negotiable***. If you feel that an assignment has received an unfair grade, you are expected to make a case for why it should be re-assessed. This involves a short written submission (a paragraph or two). ***You should consider that grades could go down upon review.***

A detailed description of the grading system is provided by the Faculty of Graduate Studies and Research <https://www.uregina.ca/graduate-studies-research/graduate-calendar/grading.html#gra>

ACADEMIC REGULATIONS (cont'd)

Academic Integrity | Work submitted for individual grading must be your own individual work, and not work that you did with anyone else and/or was performed or augmented by the use of AI. Quizzes are individual assignments and must be completed independently from anyone else. References are required when you provide information that is not your own original thought—paraphrases and direct quotes. This applies to assignments and posted contributions in the weekly Unit Questions. Plagiarism is a serious academic offense regardless of whether it was committed intentionally or due to carelessness. Plagiarism, cheating, or any other form of academic misconduct will not be tolerated. The requirements provided in the University of Regina Graduate Calendar (Academic Conduct and Misconduct) are in effect throughout this course and any suspected academic misconduct will be reported to the Dean/Designate.

A **Code of Conduct** for the class is in effect throughout the semester and provides additional details about academic integrity requirements. The Code of Conduct needs to be completed during the online **Course Orientation**—before any coursework is completed.

Late Submissions | Case Write-Ups and the Wrap-up Assignment will be assessed a 20% per day grade reduction. No late submissions for the Quizzes or Unit Questions are permitted.

Graduate Students' Role | Graduate students in this online class are required to demonstrate a conscientious approach including taking initiative in all aspects of the learning process; working remotely and independently; navigating course technologies; and demonstrating readiness for self-directed asynchronous learning e.g. well-organized; confident and adaptable to course requirements; accept and apply developmental feedback; capacity for self-reflection; demonstrated ability to communicate clearly and concisely.

STUDENT RESOURCES

UR Accommodated – Centre for Student Accessibility | Student Accessibility upholds the University of Regina'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, as mandated under Saskatchewan Human Rights legislation and the Duty to Accommodate. Student Accessibility aims to encourage independence, self-advocacy, and equity for all students, while maintaining privacy and confidentiality. Accommodation services and supports are provided from pre-entry through graduation. Students are encouraged to register with Student Accessibility early in order to ensure that registration is complete prior to the beginning of classes.

Students who need these services are encouraged to register with the Centre for Student Accessibility to discuss the possibility of academic accommodations and other supports as early as possible. For more information, refer to the Accessibility Hub at:

<https://www.uregina.ca/accessibility/>

Student Mental Health | Counselling services are available to provide accessible, evidence-based, and inclusive psychological services. Mental health and wellbeing is an important component of student success. As such, counselling services strives to support students through responsive, skills-based and proactive engagement. For more information, refer to the counselling services website at <https://www.uregina.ca/student/counselling/>

Writing Assistance | The Student Success Centre (SSC) offers personalized support services designed to encourage and assist students with academic challenges, develop skills, set goals and connect with others. Both on-line and in-person services, including tutoring and writing skills, are available at <https://www.uregina.ca/student-success-centre/index.html>

Tentative Course Schedule and Due Dates

See Units in UR Courses for Additional Assigned Readings & Course Materials

Orientation Jan 6-8	Welcome & Introductions	CH 1	Introductions Orientation
Unit 1 Jan 12-15	Strategies, Trends & Opportunities	CH 1	Unit Questions (Due Jan 15)
Unit 2 Jan 19-22	Legal Context	CH 2	Unit Questions (Due Jan 22)
Unit 3 Jan 26-29	Analyzing Work & Designing Jobs	CH 3	Unit Questions (Due Jan 29) Unit 1-3 Quiz (Jan 23-29)
Unit 4 Feb 2-5	Planning for & Recruiting Human Resources	CH 4	Case Write-up 1 (Due Feb 5) Unit Questions (Due Feb 5)
Unit 5 Feb 9-12	Selecting Employees	CH 5	Unit Questions (Due Feb 12) Unit 4 & 5 Quiz (Feb 6-12)
Feb 16-22	Winter Break Week		
Unit 6 Feb 23-26	Training, Learning, & Development	CH 6	Unit Questions (Due Feb 26) Unit 6 Quiz (Feb 23-26)
Unit 7 Mar 2-5	Managing Employees' Performance	CH 7	Case Write-up 2 (Due Mar 5) Unit Questions (Due Mar 5)
Unit 8 March 9-12	Total Rewards	CH 8	Unit Questions (Due Mar 12) Unit 7 & 8 Quiz (Mar 6-12)
Unit 9 Mar 16-19	Collective Bargaining & Labour Relations	CH 9	Unit Questions (Due Mar 19)
Unit 10 Mar 23-26	Managing HR Globally	CH 10	Unit 9 & 10 Quiz (Mar 20-26)
Unit 11 Mar 30-April 9	High-Performance Organizations	CH 11	Wrap-up Assignment (Due April 9)
IN-PERSON FINAL EXAM April 22, 2025			