

GBUS 843-001
Strategic Human Resource Management
Summer 2022

Dates: July 5 – August 16, 2022
Format: 7 p.m.- 9:45 p.m. Tuesday and Thursday evenings
Hyflex – Online or onsite flexible instruction
UR Courses Discussion Forums
Instructor: Loretta Gerlach
loretta.gerlach@uregina.ca
NOTE: I have a preference that you email me using the UR Courses email function.
You can also phone or text me at any time at 306-529-1299.

Calendar 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 Description

This course will focus on the development and integration of human resource management practices to further the strategic direction of organizations. The course will look at strategic approaches to a wide range of human resource management functions including a focus on current HRM trends and issues.

Learning Objectives

By the end of the course, participants will:

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.

Format

This hyflex course will involve lectures, group discussions in class and via UR Courses, case discussions, and guest speakers. The course depends on participants to be ready in advance, having completed required readings including assigned cases. We will not be repeated the material in the textbook, but rather building on the strategic implications of the subject matter. The course requires active participation of everyone. I appreciate that this can feel more complicated in the Zoom environment so this requires

some additional effort but I see this as an opportunity to demonstrate our own leadership ability to build teamwork in a necessary organizational setting.

The course moves at a rapid pace so preparedness and organization will be critical factors to your success. There is a significant amount of reading, writing and collaboration required but if you stay on track early on it is achievable. I want you to know that I understand the busy lives of graduate students and thus have designed assignments to add value to your learning experience while at the same time be manageable.

Course Materials

Required Textbook:

Canadian Human Resource Management: A Strategic Approach, 12th Edition

Hermann Schwind, Krista Uggerslev, Terry Wagar, and Neil Fassina

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We will be using some case studies from our textbook and other sources.

Online Resources: There will be some required, supplementary, and resource materials posted in UR Courses.

Tentative Class Schedule

Tues July 5	Introductions Description of Class Format and Expectations	
Thurs July 7	Introduction to SHRM	Read: Chapter 1
Tues July 12	The Legal Context for HRM and Creating Inclusive Organizations	Read: Chapter 4
Thurs July 14	The Union Management Framework	Read: Chapter 13 In class quiz #1
Tues July 19	Managing Employee Relations	Read: Chapter 11
Thurs July 21	Job Analysis and Design Human Resource Planning	Read: Chapters 2 and 3 In class quiz #2
Tues July 26	Trio Written Assignment / Presentations	Written Submissions are due at the beginning of class
Thurs July 28	Recruitment and Selection	Read: Chapters 5 and 6
Tues Aug 2	Onboarding Learning, Training and Development	Read: Chapter 7

	Career Pathing	In class quiz#3
Thurs Aug 4	Performance Management	Read: Chapter 8
Tues Aug 9	Motivating and Rewarding Human Resources	Read: Chapters 9 and 10 In class quiz#4
Thurs Aug 11	Ensuring Health and Safety in the Workplace Catch up	Read: Chapter 12
Tues Aug 16	Final Discussions Distribution of Take Home Final	

Course Assessment Summary

	Component	Weight	Due Date
1.	Participation In discussion forum groups and class discussion	15%	On-going
2.	Quizzes	15%	July 14, July 21, August 2, August 9
3.	Trio Written Assignment / Presentation	20%	July 26
4.	Trio Case Study Write Up	15%	August 4
5.	Take Home Final Exam	35%	August 20 at noon
	TOTAL:	100%	

Description of Assessments

1. Participation - Worth 15%

Your participation is critical to the success of this class. Students are expected to be present and engaged in class. As in any adult learning environment, we want to ensure that everyone feels comfortable and engaged to learn from each other's perceptions and experiences. Therefore, you will receive a portion of your grade that will be based on your attendance, efforts to come prepared, and regular effective contributions. This will include the ability to engage in appropriate collegial dialogue with fellow students and the instructor, challenging assumptions, and providing innovative suggestions.

Students will be assigned to discussion forum groups after the first day of class and then expected to engage with that group for the duration of the semester.

Elevated levels of participation would include active participation in class discussions, drawing others into discussions, demonstration of critical thinking (e.g., constructively criticizing articles discussed in class), and bringing in outside materials from popular press / current events and firsthand experiences / observations.

This course is designed on the expectation that most class time will be spent in discussion and engagement with each other. At a graduate level, students will have many great insights, firsthand experiences, and hypotheses that are critical to share to truly get the maximum value out of the course. Some suggested contribution opportunities include:

- Sharing firsthand experiences
- Offer observations that help clarify or integrate class concepts
- Sharing comparisons with various organizations, legal parameters, geographic locations, etc.
- Asking questions of classmates to drive further discussion and analysis
- Respectfully disagreeing and inquiring of additional information in information presented in class by the instructor and / or fellow students
- Bringing in additional research or current affairs into the course for discussion.

This is not about the quantity of engagement, but the quality. Discussion Forums should also include your own response to the question as well as the engagement of AT LEAST one fellow student on their post. Class engagement should be regular but also in a manner that engages others. The following guide may be helpful in framing the expectations.

The following guide will be used in assessing participation grades:

Exceeds expectations - 13 to 15.

Students in this category provide leadership in and out of the classroom and work towards enhancing the interpersonal dynamics of the class. Their level of engagement is high and consistent throughout the week and their contributions are thoughtful and relevant. Rather than dominating the setting, they act as facilitators, bringing others into the discussion.

Meets expectations - 10.5 to 12.

For showing in active interest in class activities and participating in classroom discussions; for regularly making insightful comments which help others to understand course materials; for being a positive group member, etc.

Does not meet expectations - 0 to 10.

7.5 to 10 for attending class on a regular basis but only occasionally contributing to the classroom experience.

Less than 7.5 for failing on all of the previously identified ways of contributing.

2. In class quizzes – 15% as assigned

There will be 4 timed and graded unit quizzes in UR Courses each comprising of 20 to 25 multiple choice and true and false questions on the days indicated above. These quizzes will be individual assignments. It is considered academic conduct to share the questions and or to answer them collaboratively with another student in any manner. You are not permitted to access any class resources in the completion of the quiz. Each quiz is worth 5% but I will take your best three for grading purposes. These quizzes will be done in class at the end of class time. If you are attending class in person and require a paper copy, please let me know at least 24 hours in advance. Otherwise, it will be assumed that all students will write the exam in UR Courses.

3. Trio Written Assignments / Presentations - 20%

Details on this assignment will be posted in UR Courses on the first week. Working in groups of three, you will be required to answer one question from a selection that will be posted in UR Courses. You can choose your colleagues to work with or you can ask me, and I will place you in a group. Groups can be the same or different from the case study assignment. You will be required to submit a 4-6 page (1.5 spacing) response to your assigned question as well as present a summary of your response to the class which shall take no longer than eight minutes.

Written Assignments are due at the beginning of class.

4. Trio Case Study Submissions – 15% Due August 4.

Working in groups of three, you will have one case to write up using a maximum of three pages (1.5 spacing). You can choose your colleagues to work with or you can ask me, and I will place you in a group. Groups can be the same or different from the written response / presentation assignment. You will be provided the case study on July 21th and the submission is due August 4. You will be giving questions to guide your response.

Written Assignments are due at the beginning of class.

5. Take Home Final Exam – Worth 35%

Due August 20 at noon. You will receive the exam on August 16 in class.

Other Grading Information

You must submit all assignments and obtain a grade of 70% to pass the class.

Late assignments will be penalized unless approved in advance and/or proper documentation is provided (e.g. medical or death certificates).

Please always keep an electronic copy of all assignments in case of an emergency and the one you submitted is lost or destroyed.

The percentage grades and their descriptions from the University of Regina Faculty of Graduate Studies at

<https://www.uregina.ca/gradstudies/current-students/grad-calendar/grading-system.html#gradingsystem>

PLEASE TAKE THE TIME TO FAMILIARIZE YOURSELF WITH THESE DESCRIPTIONS.

Grade Reviews

Please know that I am happy to answer any 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 must make a case for why it should be reassessed. Using the available outline of the grade, you will need to document in a paragraph or two your case and provide this to me. You should consider that grades could go down upon review.

Other Key Messages

UR Courses

Access to UR Courses is mandatory for this class. I will use URCourses to post required readings and other information on a regular basis. I recommend that you log on to the class page regularly.

Academic Ethics

Students shall abide by the regulations of the University of Regina. Students must adhere to the standards of ethics of the University (see the section on *Academic Conduct and Misconduct Regulations Governing Discipline for Academic and Non-academic Misconduct* in the Academic Calendar). All forms of academic dishonesty are serious academic offences. Students must appropriately reference material and must submit their own work. If unethical behaviour is suspected, all individuals involved will be reported to the Associate Dean.

Harassment

The University of Regina promotes a learning environment that is free of all forms of harassment and discrimination. The University will neither tolerate nor condone any inappropriate or irresponsible conduct including any behaviour which creates an intimidating, hostile or offensive environment for work or study through the harassment of an individual or group on the basis of any ground prohibited under the Saskatchewan Human Rights Code, including race, race and all race related grounds such as ancestry, place of origin, color, ethnic origin, citizenship, creed, sex, gender, sexual orientation or disability.

Accommodations

If you have a need for special accommodation for a disability, please come and discuss this with me, as well as contacting the Centre for Student Accessibility at 585-4631 at the University of Regina.

Guests

We may also have guests in our class over the semester. Please understand that these people are here of their own kindness and thus I request that you show them the utmost consideration and respect.

***I am really looking forward to working with you and I hope that you enjoy the course.
Loretta***