



Master Course Syllabus

For additional course information, including prerequisites, corequisites, and course fees, please refer to the Catalog: <https://catalog.uvu.edu/>

Semester: Spring 2025

Year: 2025

Course Prefix: HR

Course and Section #: 4800-601

Course Title: Strategic Human Resources

Credits: 3

Course Description

This course aims to provide students with an understanding of the design and execution of human resource management strategies. This course will help students learn how to think systematically about organizations' employees and create systems and processes that will result in a competitive advantage for the organization. This course will also address the financial aspects of employing people that HR professionals must be familiar with. In order to communicate effectively with decision-makers in an organization, HR professionals must be familiar with the financial implications of personnel decisions. Finally, as part of this course, students will prepare to take the SHRM-CP exam.

In the final element of this course, you will apply the knowledge gained as HR majors during the course in a SHRM-CP Practice Exam.

This course is required for all Human Resource Management Majors.

Course Attributes

This course has the following attributes:

- General Education Requirements
- Global/Intercultural Graduation Requirements
- Writing Enriched Graduation Requirements
- Discipline Core Requirements in Program
- Elective Core Requirements in Program
- Open Elective

Other: *Click here to enter text.*

Instructor Information

Instructor Name: Rod Lacey

Student Learning Outcomes

Upon successful completion of this course, students will be able to:

- Define how a human resource professional can be a vital tool for their organization in the alignment of human capital behind the company's objectives
- Define the entire scope of the HR Competencies as identified by the Society for Human Resource Management
- Recall and apply major concepts and topics in strategic human resource management such as alignment and core competencies
- Demonstrate an understanding of strategic human resource practices and how to design and implement them strategically in organizations to influence organizational effectiveness

- Analyze and respond to issues, problems, and the opportunities faced in organizations through practicing the following skills: analytical thinking, problem-solving, ethical awareness and decision-making, oral and written communication, enhancing abilities to integrate theory and practice, and teamwork skills
-

Course Materials and Texts

Required reading materials:

SHRM-CP/SHRM-SCP Certification All-in-One Exam Guide, 2nd Ed. By Dance, Willer, Truesdell, & Kelly. McGraw-Hill.

*Access through UVU's Fulton Library portal and the O'Reilly Safari Books Online

*Free access through the UVU Library.

In lieu of a textbook, we will utilize a variety of evidence-based readings, articles, and cases for our course materials. Some of the materials are publicly available or available through the Fulton Library; therefore, links to those materials will be shared on Canvas.

Several assigned readings and cases come from Harvard Business Education Publishing. As such, you will be required to purchase a Harvard Business School Press course pack here. The cost of the course pack is \$51.30. Copyright requires that each student purchase their own course pack. You will need to register on the site to create a username if you do not already have one.

Required technology:

Computer or laptop capable of using Canvas, word processing, spreadsheet, presentation, and Microsoft Teams application
Webcam, microphone, and speakers capable of video conferencing and online presentations

ACCESSIBILITY NOTICE: The files in this course found at the top of the reading tabs on each Module Resource page are not accessible to a screen reader - If you need accommodations for files, please contact your instructor. If you need additional accommodations, please contact the Office of Accessibility Services Links to an external site.)

Course Requirements

Course Assignments, Assessments, and Grading Policy

This course is a synchronous online course with a livestream component. This means that there is a schedule for learning the materials and completing assignments in addition to a weekly Tuesday session conducted online via Teams.

You will not be able to work through the course at your own pace. Additionally, there is a group element to this course that will require you to collaborate with multiple individuals to complete a project, which requires a final group presentation.

In Canvas there are weekly modules containing course content, assignments, and other deliverables. You will work through these modules in order, reading the learning resources before completing the deliverables. There are regular due dates for course deliverables, and these will help manage the pacing of the course. You will complete deliverables each week as part of the course. Logging into Canvas and reading the overview page of each module will help you know what order to complete the module deliverables and provide other information to help you successfully complete the course.

Significant lecture and discussion time in class will be focused on preparing students to take the SHRM-CP exam.

Discussions early in the semester will determine whether the class 'final exam' is the actual SHRM-CP (cost would be \$275) or an extensive SHRM-CP Practice exam. Clarity to the syllabus and course schedule will be provided upon the class making this determination.

Another significant deliverable will be the Talent Fair display and participation in April 2025. This is a requirement of all students and will be an amazing opportunity to showcase yourselves to classmates, faculty, administration and employers.

For this three (3) credit-hour course students should expect to spend up to 9 hours a week completing course activities.

The course requirements include case discussions, a talent fair, course participation in the form of learning journals and other assignments, and taking an SHRM-CP (practice) exam.

Course grades will be based primarily on points earned, although factors such as free-riding on group efforts will be considered and may reduce your grade.

Activity	Percent
Weekly Discussions and Participation	25%
Learning Journals and Assignments	25%
SHRM-CP Practice Exam	25%
Talent Fair	25%

LATE ASSIGNMENTS

Assignments will generally be left 'open' for students to complete after each due date. Missing a due date will automatically result in a reduction of scores. A 25% reduction in score will automatically result for any late assignment, with any assignment over one week overdue being eligible for a maximum score of 50%.

Why is this? As a business student you are to be preparing for the realities of the business world. If you were to consider your boss (say VP of HR) or the CEO asking you to complete a task, missing an understood deadline would have consequences, up to, and including your employment!

Please communicate with your professor in advance of any deadline missed, where possible, especially if there are circumstances that he needs to be aware of.

Grading Scale

A 93-100

A- 90-92.99

B+ 87-89.99

B 83-86.99

B- 80-82.99

C+ 77-79.99

C 73-76.99

C- 70-72.99

D+ 67-69.99

D 63-66.99

D- 60-62.99

E Below 60

Required or Recommended Reading Assignments

General Description of the Subject Matter of Each Lecture or Discussion

Weekly Case or Outside Reading discussions (Livestream)

In this course, we will use several short case studies from Harvard Business Review as well as 2-3 additional assigned readings about business problems that have an HR element. We will discuss these readings during the weeks they are assigned and discuss each together as a class in our livestream.

Six cases will be analyzed in this course and there will be multiple additional related and important readings assigned weekly. Students are expected to be prepared to actively discuss the major issues and considerations in each reading. Key takeaways, learnings and other observations should be a part of a very active class discussion.

Case teaching and outside reading are used because it lets the students apply theory and judgment to real problems and mirrors the way problems are encountered and solved in typical organizations. Additionally, case teaching enables students to learn from each other and not just from the teacher. Students should be comfortable sharing opinions and learning from differences and similarities in others' approaches to the same challenges. In turn, you must be prepared to discuss and learn from a case. Although these are short cases, you should set aside at least one hour per case to read it and make notes about what you consider the key issues and potential solutions.

In general, to prepare a case, follow these steps:

- Read the case and other articles briefly by yourself to get an overview of the facts and understand the people involved, the company, and the overall context.
- Actively read the case and articles carefully to construct your own meaning. And answer any questions posed in the case or that are supplied with the case.
- Make a sheet of notes with your suggested solution (or alternative solutions) to refer to when discussing your position or observations in our livestream.
- Note relevant theories, frameworks, or other ideas from the course content readings that apply to the case or offer insight into the issue in the case or potential solutions.

Assignments

- Throughout the semester, various assignments will need to be completed. Each of these assignments will prepare you for other deliverables, such as the SHRM-CP exam or Talent Fair.

Learning Journal

Each week of the semester, you will need to submit an entry for a learning journal that you will keep during the semester. These entries will be based on the weekly readings for the course, which you will access in the learning modules or the HBR course pack. Your journal entry will need to respond to questions about the article's content and highlight something you have learned from the article. You must identify the HR concepts you are writing about and describe them in the language of the profession. There is a one-page limit for this assignment. Do not limit your reply to a simple set of brief answers to the questions posed.

SHRM-CP Practice Exam

Students will prepare for the SHRM-CP exam, a professional certification from the Society of Human Resource Management (SHRM), so they can take it shortly after the semester ends if they choose. As part of that preparation, you will take a practice SHRM-CP exam during this class. Additional details about the SHRM-CP exam will be provided during class.

Talent Fair

The plan is to showcase UVU HR Strategy students in a forum that is open to area employers. Students will develop a display that showcases their accomplishments at UVU and in employment, consulting projects and specific areas of expertise.

The event is scheduled to occur on Thursday, April 24th from 6 – 8 pm in the Keller Building 400 Conference Rooms.

Course Schedule

1. Strategic Approach to HRM
2. People, Roles and Rewards
3. Evaluating and Communicating HR Initiatives
4. Planning & Recruitment
5. Strategic Talent Acquisition
6. Diversity, Equity & Inclusion
7. Strategic Training & Development
8. Strategic Retention
9. Strategic Performance Management
10. Strategic Rewards
11. Mergers & Acquisitions
12. Downsizing and HRM
13. SHRM-CP Exam
14. Talent Fair

Required Course Syllabus Statements

Generative AI

Click here to enter text.

Using Remote Testing Software

This course does not use remote testing software.

☒ This course uses remote testing software. Remote test-takers may choose their remote testing locations. Please note, however, that the testing software used for this may conduct a brief scan of remote test-takers' immediate surroundings, may require use of a webcam while taking an exam, may require the microphone be on while taking an exam, or may require other practices to confirm academic honesty. Test-takers therefore shall have no expectation of privacy in their test-taking location during, or immediately preceding, remote testing. If a student strongly objects to using test-taking software, the student should contact the instructor at the beginning of the semester to determine whether alternative testing arrangements are feasible. Alternatives are not guaranteed.

Required University Syllabus Statements

Accommodations/Students with Disabilities

Students needing accommodations due to a permanent or temporary disability, pregnancy or pregnancy-related conditions may contact UVU [Accessibility Services](#) at accessibilityservices@uvu.edu or 801-863-8747.

Accessibility Services is located on the Orem Campus in BA 110.

Deaf/Hard of Hearing students requesting ASL interpreters or transcribers can contact Accessibility Services to set up accommodations. Deaf/Hard of Hearing services can be contacted at DHHservices@uvu.edu

DHH is located on the Orem Campus in BA 112.

Academic Integrity

At Utah Valley University, faculty and students operate in an atmosphere of mutual trust. Maintaining an atmosphere of academic integrity allows for free exchange of ideas and enables all members of the community to achieve their highest potential. Our goal is to foster an intellectual atmosphere that produces scholars of integrity and imaginative thought. In all academic work, the ideas and contributions of others must be appropriately acknowledged and UVU students are expected to produce their own original academic work.

Faculty and students share the responsibility of ensuring the honesty and fairness of the intellectual environment at UVU. Students have a responsibility to promote academic integrity at the university by not participating in or facilitating others' participation in any act of academic dishonesty. As members of the academic community, students must become familiar with their [rights and responsibilities](#). In each course, they are responsible for knowing the requirements and restrictions regarding research and writing, assessments, collaborative work, the use of study aids, the appropriateness of assistance, and other issues. Likewise, instructors are responsible to clearly state expectations and model best practices.

Further information on what constitutes academic dishonesty is detailed in [UVU Policy 541: Student Code of Conduct](#).

Equity and Title IX

Utah Valley University does not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, age (40 and over), disability, veteran status, pregnancy, childbirth, or pregnancy-related conditions, citizenship, genetic information, or other basis

protected by applicable law, including Title IX and 34 C.F.R. Part 106, in employment, treatment, admission, access to educational programs and activities, or other University benefits or services. Inquiries about nondiscrimination at UVU may be directed to the U.S. Department of Education's Office for Civil Rights or UVU's Title IX Coordinator at 801-863-7999 – TitleIX@uvu.edu – 800 W University Pkwy, Orem, 84058, Suite BA 203.

Religious Accommodation

UVU values and acknowledges the array of worldviews, faiths, and religions represented in our student body, and as such provides supportive accommodations for students. Religious belief or conscience broadly includes religious, non-religious, theistic, or non-theistic moral or ethical beliefs as well as participation in religious holidays, observances, or activities. Accommodations may include scheduling or due-date modifications or make-up assignments for missed class work.

To seek a religious accommodation, a student must provide written notice to the instructor and the Director of Accessibility Services at accessibilityservices@uvu.edu. If the accommodation relates to a scheduling conflict, the notice should include the date, time, and brief description of the difficulty posed by the conflict. Such requests should be made as soon as the student is aware of the prospective scheduling conflict.

While religious expression is welcome throughout campus, UVU also has a [specially dedicated space](#) for meditation, prayer, reflection, or other forms of religious expression.