





# Human Resource Management (HRMT) 441

## Strategic Human Resource Management (Revision 3)

**Status:**

Replaced with new revision, see the [course listing](#)  for the current revision 

**Delivery mode:**

[Individualized study online](#) . Delivered via Brightspace.

**Credits:**

3

**Area of study:**

Applied Studies (Business and Administrative Studies)

**Prerequisites:**

HRMT 386 or ORGB 386 or HRMT 331 or equivalent

**Precluded:**

HRMT 387 and ORGB 387 (HRMT 441 may not be taken for credit by students with credit obtained in HRMT 387 or ORGB 387)

**Challenge:**

HRMT 441 is not available for challenge.

**Faculty:**

[Faculty of Business](#) 

## Overview

*HRMT 441: Strategic Human Resource Management* is an advanced level human resource management course with a strategic emphasis over a broad range of HRM topics, building on the foundations that are generally covered in an introductory HRM course.

This course makes extensive use of *Canadian Human Resource Management* (13th ed.) by H. Schwind, K. Uggerslev, T. Wagar, and N. Fassina, a text that provides a comprehensive guide to the field. This text focuses on the key aspects of strategic human resource management with particular attention to the Canadian context. It focuses on the strategic contribution of the HR function in contemporary organizations while also explicitly addressing the relationship between HR strategies, tactics, and systems. The text includes case studies of Canadian organizations that will allow students to improve their practical knowledge and awareness of HR issues in Canada.

## Outline

### Unit 1: Human Resource Management: A Strategic Perspective

- Lesson 1: Strategic Human Resource Management
- Lesson 2: Human Resource Planning
- Lesson 3: Legal Requirements and Diversity, Equity, and Inclusion
- Lesson 4: Recruitment and Selection

### Unit 2: Managing Employee Performance

- Lesson 5: Performance Management
- Lesson 6: Onboarding, Training and Development, and Career Planning
- Lesson 7: Compensation Management
- Lesson 8: Employee Benefits and Services

### Unit 3: Managing Employee Relations

- Lesson 9: Managing Employee Relations
- Lesson 10: Ensuring Health and Safety at the Workplace



- Lesson 11: The Union-Management Framework

## Learning outcomes

After completing *HRMT 441*, you should be able to:

- Summarize the objectives of HRM and evaluate how HRM plays a strategic role in organizations.
- Describe the HR planning process and explain its interrelationship with strategic planning in organizations.
- Explain the importance of attracting and choosing the best candidates for available jobs and strategically evaluate how effective recruitment and selection processes contribute to an organization's success.
- Discuss why training, developing, and evaluating employee performance is critical to the achieving organizational goals.
- Identify the HR practices that organizations use to reward and recognize employees, and evaluate the contribution of such practices to an organization's effectiveness.
- Explain how an organization can create a positive work environment, maintain proper discipline, ensure a safe workplace, and effectively navigate union-management relationships.

## Evaluation

To **receive credit**  for *HRMT 441*, you must receive a grade of 50 percent or better on Assignment 4, and achieve an overall grade of at least **D (50 percent)**  for the entire course. Your final grade is determined by a weighted average of the grades you receive on the activities listed below.

Activity	Weight	Complete by
Assignment 1	20%	after Unit 1
Assignment 2	20%	after Unit 2
Assignment 3	20%	after Unit 3

Activity	Weight	Complete by
Assignment 4: Case Study	40%	after all 3 units
<b>Total</b>	<b>100%</b>	

## Materials

### Digital course materials

Links to the following course materials will be made available in the course:





Schwind, H., Uggerslev, K., Wagar, T., & Fassina, N. (2022). *Canadian human resource management: A strategic approach* (13th ed.). McGraw-Hill.  
ISBN-13: 978-1-26-088143-1

A print version of the eText may be available for purchase from the publisher through a direct-to-student link provided on the course website; you can also acquire the textbook on your own if you wish.

### Other Materials

All other materials are provided on the course website.

## Important links

- › [Academic advising](#) 
- › [Program planning](#) 
- › [Request assistance](#) 
- › [Support services at AU](#) 

Athabasca University reserves the right to amend course outlines occasionally and without notice. Courses offered by other delivery modes may vary from their

individualized study counterparts.

*Opened in Revision 3, November 5, 2024*

*Updated December 12, 2025*

View **previous revision** 

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