

**YORK UNIVERSITY – WINTER 2020  
HUMAN RESOURCES PLANNING  
AP/ADMS 3430/HRM3430  
Section M: *online***

**COURSE DIRECTOR**

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**COURSE DESCRIPTION AND LEARNING OBJECTIVES**

This course provides students with an understanding of the personnel planning process, including the needs, methods, uses and risks and future trends in human resources planning. Prerequisite: AP/HRM 2600. This course will provide a general overview of common approaches in the field of Human Resources Planning and will help you understand the planning processes used by HR professionals as part of an organization's overall strategy. Concepts covered include as business and HR strategies; the environmental factors that influence HR planning; assessing HR supply and demand; the HR implications relating to downsizing, restructuring, mergers and acquisitions; succession planning; the use of IT in HR planning; outsourcing and other emerging issues in strategic HR planning.

**COURSE MATERIALS**

Belcourt, Monica and McBey, Kenneth, *Strategic Human Resources Planning*, Seventh Edition, Nelson Series in HRM, Nelson Education Ltd, Toronto, 2019

Course website, accessible via York University Moodle.

*I have borrowed some of the materials and content for this course from Linda Love and Professor Ken McBey. Some of the class slides borrow heavily from Nelson Education Ltd., the publisher of the course text book.*

**COURSE STYLE & FORMAT AND GENERAL COMMENTS**

I make extensive use of Moodle and all class announcements will be posted there. You are responsible for regularly checking the site for important communications.

**COURSE ORGANIZATION**

There are three primary evaluated components of this course: 1) assigned readings (textbook and other material); 2) online course lecture sessions; and 3) online course discussions. I strongly encourage you to stay current with all readings and online lecture sessions. It is tempting to “let things slide” and to catch-up at exam time but experience shows that this often does not allow a student to do as well as anticipated in a court.

## COURSE EVALUATION

Participation/Contribution	15%
Mid-term exam:	35%
Final exam:	50%

**Participation/Contribution (15%):** This course takes place entirely online, so while 'class participation' cannot take place in the traditional sense, there is a great deal of opportunity for online participation. Throughout the course, I will post/initiate discussion issues. You are encouraged and expected to take part in these online discussions during the week when they are scheduled as the intent is for such participation to contribute to your understanding of the course materials. Students who do not contribute until after the scheduled time will not receive marks for such contributions. Marks will be assigned based on *quantity or frequency* of contribution, as well as *quality* of contribution. You will be able to earn marks by providing meaningful replies or comments to questions/issues posted. Students who actively and regularly participate in the online discussions and incorporate course readings and concepts into their posts tend to be among those who do well in the course. Marks will be deducted for inappropriate comments that do not show respect and civility. Individuals who do not participate in online activities should not expect to receive any marks for participation/contribution.

**Mid-term Exam (35%):** The midterm examination will cover all course material (assigned readings and internet course materials) up to and including the end of Week #4. This exam will take place ***in person on campus on Monday, February 3, 2020, from 7:30 – 9:00 pm***. Further details about the midterm will be made available during the first couple of weeks of the semester. You must write the mid-term during the allotted window since ***there will be no other alternative dates to write a make-up exam***. If you miss the mid-term exam for a valid reason (as set-out in York policies), then upon presentation of the required documentation, the value of the mid-term will be added to the value of your final exam. If you do not have a valid reason for missing the mid-term exam, you will get a mark of zero. Further details will be posted in Moodle during the semester.

**Final Exam (50%):** The **final exam** will be held during the formal examination period. More details will follow later, but the exam will be cumulative, covering all material from the semester.

**Off Site Exams:** Students more than three hours travel time from Keele campus can apply to write their exams off-site at their location. For more information about Off-site Exams visit: <http://elearning.laps.yorku.ca/off-site-examinations/>. Off-site Exam request forms are filled out online at this location. For more information please contact 416-736-5831 or e-mail [el exams@yorku.ca](mailto:el exams@yorku.ca).

### Other Helpful Links/Policies:

1. Exam Conflicts: <https://tinyurl.com/y2hyuups>
2. Senate Policy on Religious Observance: <https://tinyurl.com/y5nkkur8>
3. Counselling & Disability Services: <http://accessibility.students.yorku.ca/>
4. Alternate Exam/Testing Scheduling Centre: <http://altexams.students.yorku.ca/>

## **7<sup>th</sup> EDITION – READING LIST**

\*NOTE: Class schedule may be changed at the discretion of the Course Director.

WEEK #	WEEK OF...	TOPICS	READINGS	DE-EMPHASIZE
1	Jan 6	Introduction/ Strategic Management / Aligning HR With Strategy	Chapters 1 & 2	
2	Jan 13	Environmental Influences on HRM / I.T. for HR Planning	Chapters 3 & 8	
3	Jan 20	HR Forecasting Process / Job Analysis /	Chapter 4 & out of text	
4	Jan 27	HR Demand / Ascertaining HR Supply	Chapters 5 & 6	Ch.5: "Regression Analysis" and "Structural Equation Modelling" pp.109-116 <u>and</u> Ch.6: Read the entire chapter BUT with respect to the 4 topics listed below, know - conceptually - what they are and why they are relevant, but do NOT worry about making calculations or knowing them in great detail: Markov Model; Linear Programming; Movement Analysis and Vacancy Model.]
5	<b>MONDAY, FEBRUARY 3<sup>rd</sup>, 7:30 – 9:00 p.m. on campus</b>	<b>MID TERM EXAM ON EVERYTHING COVERED TO DATE</b>	<b>N/A</b>	<b>N/A</b>
6	Feb 10	Succession Management	Chapter 7	
7	<b>Feb 17</b>	<b>Reading Week</b>	<b>N/A</b>	<b>N/A</b>
8	Feb 24	Downsizing and Restructuring	Chapter 10	
9	March 2	Strategic International HRM	Chapter 11	
10	March 9	Mergers and Acquisitions	Chapter 12	
11	March 16	Outsourcing	Chapter 13	
12	March 23	HR Assessment and Analytics	Chapter 14	N/A
13	March 30	Review & Catch-up As Needed	TBD	