

**YORK UNIVERSITY – SUMMER 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. Lectures will be recorded and made available online along with slides for each lecture.

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	20%
Group Presentation (ONLINE):	35%
Peer Evaluations	5%
Final exam (ONLINE):	40%

Participation/Contribution (20%): 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.

Group Project (35%): By July 5, I will divide the class into groups of approximately 5-6 students and will introduce you to your group members. You will then have 3 days to 'meet' virtually as a group and to submit to me a brief (no more than 100 words) description of the topic you propose to cover. Shortly thereafter, I will e-mail each group confirming your topic. I may have to allocate topics on a first-come, first-served basis if two different groups wish to present on the same topic.

Your group will study a current HR Planning issue facing organizations in Canada or elsewhere. There are multiple sources of information for this issue: the news/press, journals, managers and employees, your own experiences, etc. You can look at a specific company or industry or you can choose a topic and refer to 1 or more companies in your presentation. Your group will prepare and submit a video presentation to me which is due by **8:00 p.m. on July 30, 2020.**

The presentation should introduce your topic, review what you have learned about the topic and then provide recommendations to manage/address/advance whatever the topic is. Your presentation will be judged on style, presentation skills and content (the extent and quality of your research, analysis, and recommendations). See the complete marking criteria below.

The presentation will be limited to 15 minutes. You will be penalized for going beyond. After watching your presentation, I may have follow-up questions which I will send by e-mail. If I do this, then your answers (styles and content) will form part of your mark as well.

Peer Evaluations (5%): Each student must submit peer evaluations of their other group members which should not exceed 1 page. The purpose of these evaluations is to ensure that each member is making consistent and valuable contributions to the group assignment. You should evaluate each member with respect to participation in group (virtual) activities. Carefully evaluate each team member's behavior during activities with your group. These are CONFIDENTIAL evaluations. You should not hesitate to provide negative feedback if it is warranted. If group members collude and agree to provide only positive feedback, then each member will receive the same mark. In other words, you can be negatively affected by the poor performance of your

group members unless the collective feedback suggests that marks should not be equal for all group members. There is no standard form to be used, but instead, please comment on each group member in relation to the following:

- His/her contribution and the timeliness of the contribution;
- How well each person worked in the team;
- Leadership;
- *Whether the person deserves to get the mark assigned to the project as a whole (or a higher grade or a lower grade) and an explanation*
- Any comments on the assignment and suggestions to improve.

The peer evaluation survey must be emailed to me by the due date of the presentation in PDF FORMAT. The subject line of your e-mail must say "PEER EVALUATION, Group ___" and the filename should be "Group _ - Peer Evaluation by *Full Name*". Please follow these very specific instructions or you will receive a mark of 0. Late peer evaluation survey responses will not be accepted.

The 5% awarded for the peer evaluations is comprised of two components: i) whether – in preparing it – you have closely followed the instructions above; and ii) this 5% will also be adjusted, in part, based on what your peers have said about you.

Avoiding responsibility within groups is a form of academic dishonesty. Students that are reported by other group members as avoiding their responsibilities may be investigated in order to determine, if necessary, the appropriate academic penalties.

Criteria for Evaluation for Group Presentation

1. Format and Presentation (slides and presentation) and Writing Style (slides) – 30% of your mark
 - Visual aids: appropriate, well executed (transitioned), pictures/tables/diagrams (if any) used intelligently; are arguments enhanced through use of visual aids used?
 - Media control: do slides transition/correspond with presenters speaking, etc.?
 - Clear speech: audible, nervousness controlled
 - Personal energy: has enthusiasm, show confidence/control; avoids reading from notes; projects personality, etc.
 - Professionalism
2. Content – 70% of your mark
 - Introduction and Structure: identifies objectives, purpose, logical, clear, comprehensive
 - Key points and Body: displays a good grasp of the subject an accurate account; addresses core issues is appropriate for audience, clear, explicit, specific, well argued... ***recommendations/plan on how to improve is the KEY to a good mark***
 - Well Researched and References authoritative sources used, clearly referenced
 - Close: provides conclusion, integration and control

Final Exam (40%): The **final exam** will be held **ONLINE** 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 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/>

[SEE SCHEDULE / READING LIST ON NEXT PAGE]

7th EDITION – READING LIST

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

Lectures will be recorded and made available online along with slides for each lecture.

LECTURE #	WEEK OF...	TOPICS	READINGS	DE-EMPHASIZE
1	June 29-July 1	Introduction/ Strategic Management / Aligning HR With Strategy	Chapters 1 & 2	
2	June 29-July 1	Environmental Influences on HRM / I.T. for HR Planning	Chapters 3 & 8	
3	July 6-8	HR Forecasting Process / Job Analysis /	Chapter 4 & out of text	
4	July 6-8	HR Demand / Ascertaining HR Supply	Chapters 5 & 6	Ch.5: "Regression Analysis" and "Structural Equation Modelling" pp.109-116 and 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	N/A	NOTHING PLANNED – WORK ON YOUR GROUP PRESENTATION! ☺	N/A	N/A
6	July 13-15	Succession Management	Chapter 7	
7	July 20-22	Downsizing and Restructuring	Chapter 10	
8	July 20-22	Strategic International HRM	Chapter 11	
9	July 27-29	Mergers and Acquisitions	Chapter 12	
10	July 27-29	Outsourcing	Chapter 13	
11	Aug 3-5	HR Assessment and Analytics	Chapter 14	N/A
12	Aug 3-5	Review & Catch-up if/as Needed	TBD	