YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES

HRM 3430 B, Fall 2020

HUMAN RESOURCE PLANNING
ONLINE

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Please note that this is an online course. The entire course, including the submission of assignments, participation/discussion and test-taking, will take place on the course's Moodle.

COURSE OBJECTIVES

The purpose of this course is to provide students with an overview of the main theoretical and conceptual approaches to Human Resources Planning and an understanding of HR Planning processes, the qualitative and quantitative techniques used in forecasting personnel requirements, feasible solutions to shortages or surpluses within the context of organizational and Human Resources strategies.

REQUIRED RESOURCES

Belcourt, Monica and McBey, Kenneth, Strategic Human Resources Planning, **Sixth Edition**, Nelson Series in HRM, Nelson Education Ltd., Toronto, 2016

COURSE ORGANIZATION:

Certain chapters have "de-emphasize" notes listed in the class schedule below. This does not mean that you can skip them altogether. It means that while you must understand these topics and why they are discussed, you will not be expected to answer very detailed questions relating to them.

Additional Readings: The instructor reserves the right to add an additional reading for a specific class if he/she deems it necessary for better understanding of the topic or to make minor changes to the sequence of readings. These changes/readings will be announced in advance and posted on the course website.

SPECIFIC COURSE LEARNING OBJECTIVES:

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. We will discuss concepts such 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.

EVALUATION

Mid Term Exam	40%
Learning Journals	20%
Participation & Contribution	20%
Final Examination	20%

Mid Term Exam (40%)

A mid-term examination will be held during the **sixth week** of the course. The mid-term exam is a closed-book exam covering all course materials up to and including Week # 5. This exam will take place online.

Learning Journals (20%):

You will maintain a total of **2 reflective journals** which focuses on your experiences and learnings. Each journal should be no more than two (2) double-spaced pages (12 point font, standard margins).

Your journal will thoughtfully relate the descriptive, reflective and analytic aspects of your experiences and your learnings. Please submit as per scheduled on the course outline. There will be no extensions.

Participation/Contribution (20%)

Participation will take an online format via Moodle. You will be required to post your analysis of **two (2)** HR Planning issues in Canada and pose a discussion question for the group; respond to **two (2) postings** from your colleagues.

Posting 1: Deadline **Monday, October 5t**h midnight (8%) – must be related to Chapters 1-7

Comment 1: Deadline **Monday, October 5th** midnight (2%)

Posting 2: Deadline **Monday, November 23rd** midnight (8%) – must be related to Chapters 8-14

Comment 2: Deadline **Monday, November 23rd** midnight (2%)

There are two components to the participation mark. For 8% for each posting (a total of 16%), you are to post your analysis of TWO current news stories about HR issues in Canada and pose a discussion question for the group. These news stories can be from newspaper, magazines, journals, online news etc. but the source MUST be Canadian. The event must have occurred in Canada and relate to a Canadian organization.

Postings

You must reference the news item accurately following the format below:

1. Author or Journalist (first and last name)

2. Title of article or event

3. Name of publication or URL

4. Exact date (time) of publication or online post

5. You must be the first to post the news item; no marks will be given for a replication of an item, therefore you will lose marks if you do not read each other's postings and post the same article. Even if the event is from a different source (i.e. a different online source or newspaper), if the event or issue is the same one, then you will receive 0.

6. You have to provide an accurate summary of the key points of the news item (point form is acceptable)

7. The item must be directly related to the specific chapters in the HR course and you must answer the following:

- The problem faced by the organization

- Identify the major parties affected and how they are affected

- Outline why the issue is of interest to HR professionals/students

- Provide solutions to resolve these problems drawing on course concepts

- You must pose an interesting question which will motivate students to comment on your posting

8. Limit the posting to no more than one page, font size 12, double-spaced

Comments

For 2% for each comment (a total of 4%) you must answer the question posed by at least two students' postings. Each comment must be an original comment (not comments such as "yes, I agree" or a repetition of material in the course). You must post at least two informed and interesting comments by the scheduled dates.

Final Examination (20%): The final exam will take place during the final week of the course. More details to follow.

*Class schedule may be changed at the discretion of the Instructor.

WEEK #	Lecture Posted Week of	TOPIC	Chapter/Deliverables
1	Sep 7	Course Introduction Strategic Management	**Chapter 1**
2	Sep 14	Aligning Human Resources with Strategy Environmental Influences on HRM	**Chapter 2 & 3**
3	Sep 21	The HR Forecasting Process/Determining HR Demand [Ch. 4: de-emphasize "Determine Net HR Requirements" pp. 91-92] [Ch. 5: de-emphasize "Regression Analysis" pp. 106-113]	**Chapter 4 & 5**
4	Sept 28	Ascertaining HR Supply/Succession Planning [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 (pp.136-139); Linear Programming (pp.140); Movement Analysis (pp.140-144) and Vacancy Model (pp.144-147)]	**Chapter 6 & 7**
5	Oct 5	Information Technology for HR Planning [Ch. 8: de-emphasize "selecting technology solutions for HRM" pp. 204-211]	**Chapter 8**
		READING WEEK	
	TBD	**Midterm exam on Chapters 1- 8**	**ONLINE**
6	Oct 19	Change Management	**Chapter 9**

7	Oct 26	Downsizing and Restructuring	**Chapter 10**
8	Nov 2	Strategic International HRM	**Chapter 11**
9	Nov 9	Mergers and Acquisitions	**Chapter 12**
10	Nov 16	Outsourcing	**Chapter 13** **Learning Journals due**
11	Nov 23	HR Assessment and Analytics	**Chapter 14**
	Week of Nov 30	Final Exam	**ONLINE**

COURSE POLICY:

Academic Honesty and Integrity

In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing **SPARK's Academic Integrity module** at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the Senate Policy on Academic Honesty.

Turnitin

To promote academic integrity in this course, students will be normally required to submit their written assignments to Turnitin (via the course Moodle) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

Examination and Participation Policy

Examination results and the quality of assignments will determine the student's grade.

All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them in order to maintain high standards.

IMPORTANT YORK POLICIES:

1. Religious Observance: https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs
2. Grade Scheme and Feedback (Policy): http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/
3. Student Rights and Responsibilities: http://oscr.students.uit.yorku.ca/student-conduct
4. Academic Accommodation for Students with Disabilities: http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/
5. Academic Honesty: http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/
6. Deferred Standing Request for HRM courses: http://shrm.laps.yorku.ca/students/deferred-exam-request/
7. Counselling & Disability Services: http://cds.info.yorku.ca/
8. Alternate Exam/Testing Scheduling Centre: http://altexams.students.yorku.ca/