

## **Winter 2021 Course Outline**

### **SHRM 3430 M Online Strategic Human Resources Planning**

**Instructor:** Dr. Mark Podolsky  
**E-Mail:** podolsky@yorku.ca  
**Class Time:** weekly  
**Location:** online

#### Course Description:

This course provides an introduction to the current issues and procedures that are used in the process of HR planning. We will look at how the organization sets its strategy, and how the organization's strategy becomes embedded in the HR system. Finally, we will learn how to incorporate these strategic requirements into organizational capabilities through the HR system.

Prerequisites: LA&PS 3480.03 or LA&PS 2600 3.0

Students are personally responsible to ensure that they have the prerequisites as stated in the course outline or in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites.

#### Required Text:

Belcourt, M., & Podolsky, M. (2018). Strategic Human Resources Planning, 7e. ITP Nelson.

#### Evaluation:

<b>Midterm</b>	<b>25% Online submission, Feb.25</b>
<b>Pandemic Response Summary</b>	<b>20% Online submission, March 15</b>
<b>Final Case Assignment</b>	<b>30% Online submission, April 14</b>
<b>Research Paper</b>	<b>25% Online submission, April 21</b>

**Exams:** There will be 1 take-home midterm exam worth 30%. The format of this exam will be essay questions, and you will be required to integrate material from across the first 6 chapters of course material. The exam will be posted on the course website on

February 24, and you will have 24 hours to write the exam and upload your response to Turnitin.

**Pandemic Response Summary:** Based on a brief outline about a fictitious company, you are required to develop a plan for dealing with the human capital needs of the organization moving forward after a pandemic shut-down. Using the materials from the course, you must state a strategy and value proposition for the company; develop a set of scenarios around possible future economic/social conditions brought about by the pandemic; develop a plan to respond to each of these possible future states; and suggest HR policies/practices that will help the firm to address all future states, or the most likely future state. This summary should be approximately 750 words, and while point form may be used to supplement your response, your summary should be a written response, double-spaced, using the standard default word processing format (12-point font, 1-inch margins, etc.).

### **Final Assignment: Case**

For this individual assignment, you will be provided with a case. Your job is to analyze the firm's strategy and competitive environment, and develop a plan for providing the necessary human capital over the next three years, with thoughts about the long term human capital needs (5-10 years). Your plan should include specific numbers for each job outlined in the case, with a rationale for your method of determining the demand and supply methods that you have chosen to use in your analysis. You should also consider options such as downsizing, merging, or the use of international employees in your plan. The case analysis should be approximately 7-10 pages (double spaced, 12-point font, regular margins, not including any appendices or references). Analyses are due at 11:59pm on April 14<sup>th</sup>. The case analysis is worth 30% of the course grade.

### **Research Paper**

The purpose of this assignment is for you to research one aspect of the course in greater detail, and write a 1,200 to 1,500 word essay discussing the topic. You may choose any topic that is discussed in the course or the text (for example, you may choose to research demand forecasting, or big data, trend analysis, scenario planning, managing change, etc.). Your essay should have an introduction that states why this topic has been chosen (why it is interesting and/or important), and you should discuss the main attributes of the topic (what is it, what are the main features or properties of the method, who might use it and when). It might be useful to discuss the strengths and weaknesses of the topic; finish your paper with a conclusion. The essay should be double-spaced (using standard word-processing defaults such as 12-point font, 1-inch margins, etc.), and should make use of no less than 6 academic references using APA style. An academic reference is any book, academic journal article, or scholarly piece of writing. You may use magazine articles, or references from online sources, but these will not count toward the 6 academic references. Be careful not to cut-and-paste anything into your assignment; if you use someone else's words, quote them, and if you use someone else's ideas be sure to cite the source. Anything less is plagiarism, and can lead to issues with academic honesty. Above all else, please do not use an assignment from the internet or from someone else; the software that checks your essays can detect plagiarism, and a copied assignment will

result in severe consequences. This assignment is worth 20% and is due at 11:59pm on April 21. Your research paper will not be penalized for going under or over the word limit. The library provides excellent resources around how to research and write a strong academic paper. Start here <https://www.library.yorku.ca/web/research-learn/> or contact your librarian.

Course Schedule:

<b>Week</b>	<b>Topic</b>	<b>Reading Assignment</b>	<b>Note</b>
Jan.11	Introduction	Chapter 1	
Jan.18	Organization Strategy	Chapter 1 cont.	
Jan.25	HR Strategy, & Environmental Influences	Chapters 2 & 3	
Feb.1	HR Forecasting Process, & HR Demand	Chapters 4 & 5	
Feb.8	HR Supply	Chapter 6	
Feb.15	Winter Reading Week		
Feb.22	Midterm		Available:Feb.24
Mar.1	Succession Mgt, & IT for HR Planning	Chapters 7 & 8	
Mar.8	Change Management	Chapter 9	
Mar.15	Downsizing & Restructuring	Chapter 10	Pandemic Summary Due
Mar.22	Mergers & Acquisitions	Chapter 12	
Mar.29	International HRM, & Outsourcing	Chapters 11 & 13	
Apr.5	Evaluation of HR, & Review	Chapter 14	

**IMPORTANT YORK POLICIES:**

**Academic Honesty (Senate Policy)**

Atkinson as a Faculty considers breaches of the Senate Policy on Academic Honesty to be serious matters. To quote the Senate Policy on Academic Honesty:

The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at:

<http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at:

<http://www.yorku.ca/academicintegrity/tutorial.htm>

### **Grade Component Deadline (Senate Policy)**

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes.

Please see Important Dates at:

<http://www.registrar.yorku.ca/importantdates/fw05.htm>

### **Graded Feedback Rule (Senate Policy)**

Under normal circumstances, some graded feedback worth at least 15% per cent of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

- graduate or upper level undergraduate courses where course work typically, or at the instructor's discretion, consists of a single piece of work and/or is based predominantly (or solely) on student presentations;
- practicum courses;
- ungraded courses;
- courses in Faculties where the drop date occurs within the first three weeks of classes;
- courses which run on a compressed schedule (a course which accomplishes its academic credits of work at a rate of one credit hour per two calendar weeks or faster).

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.*

For more information on the Graded Feedback Rule, please visit:

<http://www.yorku.ca/secretariat/legislation/senate/gradfeed.htm>

### **20 % Rule (Senate Rule)**

No examination or test worth more than 20 % of the final grade will be given during the last two weeks of classes in a term, with the exception of classes which regularly meet Friday evenings or on the weekend (Saturday and/or Sunday at any time). For further information on the 20% Rule, please visit:

<http://calendars.registrar.yorku.ca/examschedules/examinfo/twentypercent.htm>. For further information on examination scheduling, and Atkinson examination exceptions to this rule, please see "Notes" in the table:

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://www.registrar.yorku.ca/services/policies/grade.htm>

### **Accommodation Procedures:**

#### **Deferred Standing**

Atkinson students who have experienced a misfortune or who are too ill to attend an examination in an Atkinson course should not attempt to do so; they must pursue deferred standing (Atkinson 2003-2004 Calendar, page 8). Other students should contact their home Faculty for information. For further information, please visit:

[http://www.registrar.yorku.ca/services/ds\\_faq.htm](http://www.registrar.yorku.ca/services/ds_faq.htm)

#### **Students with Special Needs (Senate Policy)**

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert the Course Director as soon as possible should you require special accommodations.** For Atkinson specific resources, please visit the Atkinson Counselling Centre at:

<http://www.yorku.ca/atksc>