



Faculty of Liberal Arts and Professional Studies  
School of Human Resources Management

## AP/HRM3430

### STRATEGIC HUMAN RESOURCES PLANNING SUMMER (S2) 2021 – ABBREVIATED COURSE OUTLINE<sup>1</sup>

## Hello and Welcome!

#### **SECTION INFORMATION**

<b>Course Director:</b>	Guolei (Chris) Zhang
<b>Email:</b>	<a href="mailto:czha329@yorku.ca">czha329@yorku.ca</a>
<b>Delivery Mode:</b>	ONLINE – Zoom meeting room (links posted on eclass)
<b>Office Hours:</b>	By appointment
<b>Course Web site:</b>	<a href="http://eclass.yorku.ca">eclass.yorku.ca</a>
<b>Start Date:</b>	June 28, 2021

**Technical requirements:** A computer with a webcam and microphone, stable, higher-speed Internet connection.

#### **COURSE ENVIRONMENT PRINCIPLES**

We, together, are striving to create and maintain a classroom environment that is a safe place for learning and discussion; a place where individual thoughts and ideas are appreciated; a space where personal feelings, beliefs perspective and positions are respected.

#### **COURSE OBJECTIVES**

- To understand the personnel planning process, including the needs, methods, uses and risks and future trends in human resources planning.
- To provide a general overview of common approaches in the field of Human Resources Planning
- To help understand the planning processes used by HR professionals as part of an organization's overall strategy.
- To develop the understandings of concepts such as business and HR strategies, the environmental factors that influence HR planning, assessing HR supply and demand, downsizing, restructuring, mergers and acquisitions, succession planning; the use of IT in HR planning, outsourcing and other emerging issues in strategic HR planning.

#### **PREREQUISITES AND ENROLMENT POLICY**

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. COURSE REQUIREMENTS FOR REMOTE LEARNING

### **TECHNICAL REQUIREMENTS & SUPPORT**

While we will not be meeting in-person, we will be engaging online and regular submissions will take place online. Please ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass/Moodle and Zoom apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone may be needed for certain communication.

Check out these links for e-learning information and quick help:

- LA&PS Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- York U’s Student Guide to eLearning: <http://elearning-guide.apps01.yorku.ca/>
- Technology requirements and FAQs for eClass: <https://lthelp.yorku.ca/95440-student-faq>
- Student Guide to eClass: <https://lthelp.yorku.ca/student-guide-to-moodle>
- Zoom meeting etiquette: <https://lthelp.yorku.ca/94581-zoom/zoom-meeting-etiquette>

Additional computing support:

- Computing for Students Website: <https://student.computing.yorku.ca/>
- UIT laptop borrowing program: <https://laptops.uit.yorku.ca/> (if still available)
- Check your internet connection speed: [www.speedtest.net](http://www.speedtest.net)

Disclaimers:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session (inform the course director in advance).
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

### **COMMUNICATION**

COURSE ANNOUNCEMENTS: Notices and updates will be posted to the Course Announcements forum on the course website. You will receive an e-mail notice when an announcement is posted (sent to your preferred email on your eClass/Moodle profile).

- a. When responding to an eClass email announcement, please ensure to replace the recipient address with my email ([czha329@yorku.ca](mailto:czha329@yorku.ca)), or else the message will not be delivered to me.
- b. Please check your spam folder regularly in case it captures any of the announcements made it there.

EMAIL COMMUNICATION: Email is the **BEST** way to communicate. When contacting instructor Chris Zhang via email, please use the prefix HRM3430 for the subject line of your message. Also, include in the subject line a brief description of your inquiry. Please remember to identify yourself with your full name and student ID. For example: “HRM3430 – question about chapter \_\_ (Your Name, Student ID 123456789). This information would ensure that I know to associate you with the correct course/section and speed up my response to your query.

OFFICE HOURS: By appointment.

### **REQUIRED TEXT(S)**

**Only ONE** textbook required: Belcourt, Monica and Podolsky, Mark, Strategic Human Resources Planning, **Seventh Edition**, Nelson Series in HRM, Nelson Education Ltd.

**Additional readings** and resources may be provided through links on the course website.

**Please note:** Use of earlier editions of the custom reader or other editions of the chapters from the original textbooks is highly discouraged, as there are significant differences between editions.

### **COURSE SCHEDULE**

Class Week	Content	Notes
Week 1	Strategic Management	Chapter 1
	Aligning Human Resources Strategy	Chapter 2
Week 2	Environmental Influences on HRM	Chapter 3
	Job Analysis/ The HR Forecasting Process	Chapter 4
Week 3	HR Demand/Ascertaining HR Supply	Chapter 5 & 6
	Succession Management	Chapter 7
Week 4	Midterm Exam on Chapters 1 - 7	
Week 5	Change Management	Chapter 9
	Downsizing and Restructuring	Chapter 10
Week 6	Strategic International HR	Chapter 11
	Mergers and Acquisitions	Chapter 12
Week 7	Outsourcing	Chapter 13
	HR Assessment and Analytics	Chapter 14
Exam Period (date to be announced)	Cumulative exam – all the materials covered during the semester	

### **COURSE EVALUATION**

Your course grade will be based on the following components:

Mi-term test: 30%  
Course reflection: 20%  
Case study: 20%  
Final exam: 30%

Dates and weighting of the components may change slightly (no later than July 2, 2021). Please mark your calendar now and keep your eyes open for updates on the course website.

### **MID-TERM EXAM (30%)**

The mid-term exam is weighted 30% of your final grade. The purpose is to examine your knowledge regarding the course materials and the instructor's lectures.

Date and time: Week 4

Format & Coverage: This is a timed, online exam. MC, Short Answer, and essay (Cover chapter 1-7).

A mid-term exam will be held on eclass. You must write the mid-term at the allocated time, since **there will be no other alternative dates to write a maker-up exam**. If you miss the mid-term exam for a valid reason (as set-out in York policies), then the value of the mid-term will be added to the value of your final exam, making your final exam worth 60%. If you do not have a valid reason for missing the mid-term exam, you will get a mark of zero.

### **COURSE REFLECTION (20%)**

The purpose of this assignment is to ask you to reflect on the major themes from each week of the course and discuss what the themes mean, how the material from each week fits into the overall course, what you consider to be the most important aspect of the material and why it is the most important to you, what still need to learn about this topic, and what interests you most about the topic.

Your reflection assignment should be a log of sorts, with an entry for each week of class. The reflection paper should be roughly 7-10 pages, double spaced, using 12-point font. You should include an additional entry as an overall summary that provides your reflection about the entire course; how the material impacts your understanding of the HR field, and how it affects your learning.

### **CASE STUDY (20%)**

Details will be posted to eclass after the course starts.

### **FINAL EXAM**

Date and time: The exam will take place during the formal examination period (**Aug 12-19, 2021**) for the semester. Date and time will be published by the Registrar's Office. Expected duration: TBD.

Format and coverage: The final exam will test your understanding and application of course content. This is a timed, online exam. This is an accumulated exam where chapters 1 – 14 will be covered. However, the emphasis will be on the contents after the mid-term. Multiple-choice (MC), essay will be the format of the final exam.

Conflict exams for final exams are handled through the Registrar's Office.

Students seeking religious accommodations or alternate exam provisions are expected to follow York University policies and guidelines regarding advance notice and procedures (see pages 6-8).

#### **DEFERRED FINAL EXAMS**

- Deferred standing for the final exam might be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes.
- Deferred standing requests for final exams in HRM courses should follow the procedure and registration outlined here: <https://shrm.laps.yorku.ca/students/deferred-exam-request/>.
- ALL deferral concerns should be addressed to the main office ([lapsshrm@yorku.ca](mailto:lapsshrm@yorku.ca)).

Note: As communicated on March 13, 2020, Senate Executive has waived until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions

Weekly schedule and due dates on the course website

## **RELEVANT UNIVERSITY REGULATIONS**

### **ACADEMIC HONESTY & INTEGRITY**

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. Please familiarize yourself with the meaning of academic integrity at York by completing the interactive on-line Tutorial for students at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you avoid breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, “The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty”. Please familiarize yourself with York’s Senate Policy Academic Honesty: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Turnitin: To promote academic integrity in this course, students will normally be required to submit their written work through Turnitin (via the course eClass) 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.

### **SUPPORT**

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- LA&PS Student Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- Learning Skills Services: <http://lss.info.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- ESL Open Learning Centre: <http://eslolc.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Sexual Violence Response & Support: <http://thecentre.yorku.ca/>
- Community Safety: <https://safety.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.yorku.ca/>

- York International: <https://yorkinternational.yorku.ca/> (see special COVID-19 tab)
  - My Online Services: <https://myonlineservices.students.yorku.ca/>
  - Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
  - Additional LA&PS student resources: <http://laps.yorku.ca/student-resources/>
- For important sessional dates, please refer to: <http://registrar.yorku.ca/enrol/dates/>

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in [York's Policy on Academic Accommodation for Students with Disabilities](#):

Students who seek such accommodation for their academic studies must be registered with Student Accessibility Services. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- Exams, when relevant: If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time on a timed online examination), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.
- Other components and aspects, when relevant: Please inform the Course Director of your accommodation letter as soon as possible. Please note that sufficient notice is needed so that reasonable steps for accommodation can be discussed.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

**Religious Accommodation:** York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents.

Students seeking religious accommodation should pursue their request in timely fashion. For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>.

Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Reappraisals: After course grades have been released, students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of HRM. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.

Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: <http://acmaps.info.yorku.ca/>