

AP/HRM3430 3.0M
Human Resources Planning
Winter 2022 Course Outline

School of Human Resource Management
Liberal Arts & Professional Studies
York University

COURSE INFORMATION

Time: Wednesday 7pm to 10:00pm.

Location: Course online. Please note that this is a course that depends on online teaching and learning. There are no mandatory class sessions corresponding to a date and time; however, the quizzes and exams have fixed dates and times. There will be no in-person interaction or activities on campus.

Webpage: <https://eclass.yorku.ca/eclass/my/>

Prerequisite / Co-requisite: AP/HRM 2600 3.0 or AK/ADMS 3480 3.0

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

COURSE DIRECTOR AND CONTACT INFORMATION

Dr. James Chowhan

Assistant Professor

Email: chowhan@yorku.ca

Office: ATK Room 150R

Office Hours: Wednesday 1:30 to 3:30pm (online zoom)

COURSE DESCRIPTION

This course provides students with an understanding of the personnel planning process, the qualitative and quantitative techniques used in forecasting personnel requirements, and feasible solutions to shortages or surpluses. This course is designed to provide students with the knowledge and tools they will need to identify different organizational strategies and the human resources management (HRM)

practices, policies, and systems that effectively support a given strategy. Human resource (HR) planning should be more than just focusing on the planning for HR functional elements (such as selection, compensation, training and other functional areas), but should also consider how strategic options/decisions (to downsize, restructure, merge and acquire) impact functional areas implementation of practices, for example. This course provides tools for HR planning and forecasting within the context of organizational strategy (including formulation and implementation). We will cover topics including strategic management, HR alignment with strategy, environmental influences on HRM, HR forecasting (supply and demand determination), succession management, information technology, change management, downsizing and restructuring, strategic international HRM, mergers and acquisitions, outsourcing, and HR assessment and analytics.

COURSE ORGANIZATION AND FORMAT

This course is designed to foster an active learning environment and to encourage a culture of engagement. It will integrate formal asynchronous lectures (i.e. pre-recorded and posted videos) with weekly synchronous question and answer sessions (during scheduled class hours) and assignments designed to encourage practical application of the material. Participation and regular engagement are encouraged and expected. As part of my commitment to interaction and engagement, I encourage questions and discussions at any time during class sessions or in the class discussion forum. In order to foster an environment of engagement, students are expected to come to class having already reviewed the assigned materials.

The entire course, including the submission of assignments, participation/discussion and test-taking, will take place on the course's eClass. The scheduled class time will be used to meet and discuss questions (e.g. Question and Answer periods) that have arisen during the week and to engage in learning activities. Thus, this course will have live virtual meetings during scheduled times and days of the week, and during office hours. Attendance at these class sessions is **not mandatory**, and because this is an online course, you can learn the course material asynchronously at your own pace, following the schedule of readings, videos, and activities.

eClass will be used for class content and for posting all class announcements. You are responsible for regularly checking the site for important communications. The Course Director is not responsible for any communication that is not received by the student.

Contacting the Course Director

I will be available by email and during my office hours to address any questions or concerns that you may not want to raise in class. When emailing the Course Director, please include in the subject line of the email the course number and section (e.g. HRM 3430) and your full name.

Decorum

Students are expected to be ready to engage in the material and with one another. One way for us to get to know each other is for students to introduce themselves (state your name), when first meeting and in advance of asking questions.

Course and in-class time are appropriate times for practicing professional conduct, which includes treating all people with dignity and respect. Students should come to class with a focus on learning and with an understanding that this is why their peers are present. Let's treat each other with dignity and show each other respect by: (a) communicating in a courteous manner (b) muting electronic devices as appropriate, and (c) minimize disturbances (e.g. punctuality is important--arrive and leave on time), for example.

TECHNICAL REQUIREMENTS FOR TAKING THIS COURSE

Several platforms will be used in this course (e.g., eClass, Zoom, etc.) through which students will interact with the course materials, the Course Director, as well as with one another. Please review this syllabus to determine how the class meets (in whole or in part), and how office hours and sessions will be conducted.

Students shall note the following:

- 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 when you join a session.
- 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.

Please review the technology requirements and FAQs for eClass.

With regard to the live video sessions students will **not be required** to join the session and appear on video. For class sessions that are live, appearing on video can aid in enhancing our engagement and connection as a group; however, appearing on video is not mandatory.

At a minimum, students will need a stable internet connection and a computer or similar device with a microphone.

Here are some useful links for student computing information, resources and help:

Student Guide to eClass

Zoom@YorkU Best Practices

Zoom@YorkU User Reference Guide

Computing for Students Website

Student Guide to eLearning at York University

REQUIRED COURSE MATERIALS AND READINGS

Text Book:

Belcourt, M., & Podolsky, M. (2019). Strategic Human Resources Planning, 7e. ITP Nelson.

Presentation slides are available for access/download from eClass:

<https://eclass.yorku.ca/eclass/my/>

For more on using eClass, please access: <https://lthelp.yorku.ca/student-guide-to-moodle>

*Other required content will be posted on eClass.

EVALUATION

Task	Description	Weighting
Participation	Weekly Participation in discussion forum and/or weekly class sessions	15%
Project	Paper	25%
Quizzes	Quiz 1 (5%) Quiz 2 (5%)	10%
Mid-term Examination	Includes the content covered to date	20%
Final Exam	Cumulative exam	30%
Total		100%

Participation (15%)

Weekly participation can occur in a couple main ways: through the discussion forum and/or in the weekly class sessions. First, the purpose of the discussion forum is to provide a place where students can share learning experiences, reflect on content, ask questions (and provide answers) related to topics and issues covered, and discuss viewpoints related to course content. Second, the class session will be our weekly virtual meeting when we get together to share questions, reflections, and address issues raised in the discussion forums. While each session will tend to focus on the relevant course topics of the week, any questions will be welcome. Discussion in forums or class sessions will provide us an opportunity to connect with the material and each other while sharing and developing our knowledge together. Participation will be assessed for **each week starting January 13**, with weekly periods ending the day of class at 11:59pm, with the exception of the Reading Week and Mid-term Exam weeks where participation will not be required.

The guide for participation (which will include the assessment criteria) will be posted on the course eClass page.

Paper Project (25%)

The goal of this project is to prepare a paper on an HR Planning topic. The HR topic selected will be an aspect of the course that is explored in greater detail and with real world example(s) provided. The selected HR topic should be linked to corporate and business strategy within the context of the HR approach or philosophy, the relevance of the issue identified, and implications for HR planning discussed.

A more complete review of the requirements and expectations for the paper are available in detail in the **Guidelines for Human Resources Planning Research Project** document available on the eClass course website.

Project Topic: Students can choose any HR planning topic covered in the course content (for example: definitions, concepts, models, planning steps, etc...) and explore the topic within the context of real-world examples. Examples can include events and/or organizations. To be successful, students will need to identify the topic, discuss the relevance of the topic, link the topic to a real-world example, in the context of the example make connections to corporate and business unit strategy, HR philosophy and conclude with a discussion of implications for HR planning.

Project Topic Approval: Students must email the Course Director the following information before **7:00 p.m. on January 26, 2022:**

- Name, student number, and email address;
- Project topic request (this paragraph – 100 words or less – should include a brief description of the content to be covered (e.g. HR planning topic and the real-world example that will be the focus); and

I will e-mail each student confirming your topic. Project topics will be allocated on a first-come, first-served basis (i.e. if two different student's propose the same topic—topics need to be sufficiently different).

Deliverables: **The paper should be submitted on March 9, 2022 by 11:59pm.** The paper should be submitted through the eClass course website (as indicated on the website). Every student is responsible for the academic integrity of the project (i.e. the paper). The Academic Integrity Checklist which is available on eClass can provide guidance on these expectations.

Paper Requirements: Your written paper should not be more than 1000 words (or between 3 and 4 pages in length), double-spaced, in 12-point font Times New Roman with 1-inch margins. Please include a title page and list of references (these are not included in the page or word count). All written work will be marked on formatting, style, grammar, clarity, and organization, as well as content and analysis (i.e. the extent and quality of your research, analysis, and discussion).

Exams (50%) and Quizzes (10%)

The exams and quizzes include materials covered in the course, such as the material covered in lectures, assigned readings, and any other material as indicated by the Course Director. The exams and quizzes may consist of a variety of questions such as multiple-choice, true/false, short-answer, mini-essay, and essay questions designed to test the student's ability to apply the course concepts.

In preparation for exams and quizzes, it is important that you review the required content to stay on top of the course material. It is your responsibility to keep up with the pace of this course. All exams and quizzes will be single attempt time-limited assessments. Supporting material or aids are permitted for exams and quizzes; specifically, you are permitted to use course resources (i.e. lecture slides, notes, and textbook). Question responses that use cut and paste content from course resources or any other source (such as the internet) will not be accepted.

Quizzes (10%): There will be two quizzes each worth 5%. Quiz 1 will be on **January 26, 2022 at 7pm to 7:30pm** covering chapters 1 to 4, and Quiz 2 will be on **March 23, 2022 at 7pm to 7:30pm** covering chapters 8 to 12. Further details will be posted in eClass during the semester.

Mid-term Exam (20%): A mid-term exam will be held online during class scheduled time on **February 16, 2022 at 7pm to 8:30pm**. It will cover everything assigned and/or covered in class up to that date. Further details will be posted in eClass during the semester.

You must participate in the quizzes and the mid-term since there will be no other alternative dates to write a make-up. If you miss an assessment for a valid reason (as set-out in York policies), then the value of the assessment will be added to the value of your mid-term or final exam, making your final exam worth the combined proportion. If you do not have a valid reason for missing an assessment, you will get a mark of zero on the assessment (i.e. quiz or exam). Thus, if you miss an assessment test for a valid reason then follow the current York policy to address the issue.

Final Examination (30%): The final exam will take place during the final examination period. The final exam will be time-limited and it is cumulative covering all course material. The date, time, and location will be announced closer to the exam date. More details will follow as the semester progresses. There will be no other alternative date to write the final exam.

Please review the Grading Scheme and Feedback Policy:

<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

<https://calendars.students.yorku.ca/2021-2022/grades-and-grading-schemes>

"Final course grades may be adjusted to conform to Program or Faculty grades distribution profiles."

Conversion

Marks will be assigned using the following conversion scheme:

<https://calendars.students.yorku.ca/2021-2022/grades-and-grading-schemes>

MISSED ACADEMIC WORK

Lateness Penalty: Assignments received later than the due date will be penalized. All assignments are due on the specified due date otherwise a late penalty will be applied. Exceptions to the lateness penalty for valid reasons such as illness, compassionate grounds, etc., will be reviewed by Course Director but will require supporting documentation (e.g., a doctor's letter or a valid Attending Physician Statement). A late penalty of 5% daily will be applied for each of the first four calendar days an assignment is late (for a total of 20%), and a 10% penalty will be applied daily for each of the remaining calendar days an assignment is late.

<http://currentstudents.yorku.ca/student-forms>

<https://secure.students.yorku.ca/pdf/attending-physicians-statement.pdf>

COURSE INFORMATION FOR STUDENTS

All students are expected to familiarize themselves with the following information, available on the Senate Committee on Academic Standards, Curriculum & Pedagogy webpage (see Reports, Initiatives, Documents), some useful links:

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

Important dates that students should be aware of are available at the following:

<https://registrar.yorku.ca/enrol/dates>

ACADEMIC HONESTY

It is the student's responsibility to understand what constitutes academic honesty and integrity. The University Senate Policy on Academic Honesty policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the University Senate Policy on Academic Honesty at the following URL:

<https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

There is also an academic integrity website with comprehensive information about academic honesty and how to find resources at York to help improve research and writing skills, and cope with University life. Students are expected to review the materials on the Academic Integrity website at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Turnitin

To promote academic integrity in this course, students will be normally required to submit their written assignments to 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.

POTENTIAL MODIFICATIONS TO THE COURSE

The Course Director and University reserve the right to modify elements of the course during the term. The University may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their York email and course websites weekly during the term and to note any changes.

STUDENT ACCESSIBILITY SERVICES

Students with disabilities who require accommodations shall, in a timely manner, provide the relevant medical, psychoeducational, or psychiatric documentation to the appropriate York Office for students with disabilities to qualify for accommodations.

York University shall make reasonable and appropriate accommodations and adaptations in order to promote the ability of students with disabilities to fulfill the academic requirements of their programs. The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs the Course Director shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder.

<http://accessibility.students.yorku.ca/>

COURSE SCHEDULE

Week	Topic	Readings and Schedule	Weekly Activities and Due Dates
1 January 12	Strategic Management Aligning HR Strategy	Chapter 1 Chapter 2	Course Overview and Introduction
2 January 19	Environmental Influences HR Forecasting Process	Chapter 3 Chapter 4	Q&A and review for quiz Topic Proposal Due January 19
3 January 26	Determining HR Demand Ascertaining HR Supply	Chapter 5 Chapter 6	Quiz covering Chapters 1 to 4 January 26 at 7pm to 7:30pm
4 February 2	Succession Management	Chapter 7	Q&A
5 February 9	IT for HR Planning	Chapter 8	Q&A and review for mid-term
6 February 16	Mid-term -- Examination	Covering Chapters 1 to 8	Mid-term – Examination February 16 at 7pm to 8:30pm
7 February 23	Winter Reading Week	Reading Week	Reading Week February 19 to 25
8 March 2	Change Management	Chapter 9	Q&A
9 March 9	Downsizing and Restructuring	Chapter 10	Project Paper Due March 9
10 March 16	Strategic International HRM Mergers and Acquisitions	Chapter 11 Chapter 12	Q&A and review for quiz
11 March 23	Outsourcing	Chapter 13	Quiz covering Chapters 9 to 12 March 23 at 7pm to 7:30pm
12 March 30	HR Assessment and Analytics	Chapter 14	Q&A
13 April 6	Final Exam Review	Last Class	Q&A and final exam preview
April 10	Classes End		
April 12-29	Winter Examinations		