

**YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCES MANAGEMENT
HUMAN RESOURCES PLANNING
HRM 3430 A 3.0 (Fall 2022)**

Class Time: Tuesday, 19:00-22:00
Location: CLH J

Instructor: Dr. Gordon Wang
E-Mail: gordwang@yorku.ca
Office: Atkinson 121
Office Hours: By appointment

COURSE OBJECTIVES:

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.

PREREQUISITES: AP/HRM 2600 3.0

Students are personally responsible to ensure that they have the required 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 the appropriate prerequisites.

Note Regarding Assigned Readings

It is your responsibility to ensure that you read the material from the text and any other readings that are assigned. At times, I will spend some time lecturing on particularly important, difficult, and/or interesting text material and at other times my lectures will cover material that is not in the text. Therefore, you will be in a better position to learn and engage the lecture material if you have first read the assigned readings.

REQUIRED TEXT:

Belcourt, M. & Podolsky, M. (2019). *Strategic Human Resources Planning (7th edition)*. Nelson Series in HRM, Nelson Education Ltd.

COURSE CONTENT:

Week	Date for Class	Topics	Chapter(s)
1	September 13	Course Introduction, and Strategic Management	Chapter 1
2	September 20	Aligning HR with Strategy	Chapter 2
3	September 27	Environmental Influences	Chapter 3
4	October 4	The HR Forecasting Process, and Determining HR Demand (Students to Form into Groups)	Chapter 4 & 5
5	Reading Days, No Lecture		
6	October 18	Ascertaining HR Supply	Chapter 6
7	October 25	Mid-Term Exam (Based on Chapters 1-6)	
8	November 1	Succession Management	Chapter 7
9	November 8	Information Technology, and Change Management	Chapter 8 & 9
10	November 15	Downsizing, Restructuring, and Outsourcing	Chapter 10 & 13
11	November 22	International HRM, Mergers and Acquisitions	Chapter 11 & 12
12	November 29	HR Assessment and Analytics	Chapter 14
13	December 6	Group Presentations and Wrap-Up	Group Project Report Due at 7:00 pm, December 6
TBA	Final Exam (Based on Chapters 1-14)		

COURSE LEARNING OBJECTIVES:

The purpose of this course is to provide an overview of the main theoretical and conceptual approaches to HR planning and to develop an understanding of HR Planning processes within the context of organizational and HR strategies.

Upon completion of this course, students will be able to complete the following key tasks:

- Explain the types of strategic orientations that organizations may choose.
- Explain the environmental factors that influence strategic HR decisions.
- Develop the skills necessary to assess the organization's human assets (supply).
- Develop the skills necessary to assess the human resources requirements (demand).
- Illustrate both the qualitative and quantitative methods in demand and supply forecasting.
- Describe the HR implications with respect to downsizing, restructuring, mergers and acquisitions.
- Discuss the emerging issues in strategic HR Planning.

COURSE EVALUATION:

In-Class Exercises:	15%
Group Assignment:	25%
Mid-term Exam:	30%
Final Exam:	30%

All final grades will be reviewed by the School of Human Resources Management. The School reserves the rights to modify them in order to maintain high standards.

In-Class Exercises: 15%

You are expected to attend class, and complete a series of exercises in class individually or within a group. You will be awarded points for each exercise based on the quality of exercise outputs. Details will be provided in class.

Group Assignment: 25%

The class will be formed into groups of 5-6 students in the fourth class. Each group will select a company to study its strategy and how its HRM aligns with the organizational strategy, to identify advantages and disadvantages of its HRM practices, and to recommend some strategic actions for the firm to improve its HRM effectiveness.

The group assignment has two components: a written report (15%) and presentation (10%).

The written report must be handed to the Professor before the group presentation. The format of the report is 10-11 pages (excluding any appendices or references), double spaced, 1" margins on all sides, and 12-point Times New Roman font. The report must include a list of articles cited, using the APA style, and also include each group member's

full names and student numbers. The report will be evaluated on style (grammar, etc.) and content (the extent and quality of research, analysis, and recommendations).

Each group will present its analysis report at the end of semester. Details will be provided in class.

Mid-Term Exam: 30%

A mid-term exam will be held during the seventh week of the course. It is imperative that students attend the mid-term since ***there will be no other alternative dates to write a make-up exam***. The mid-term exam is a closed-book exam covering **text chapters 1-6**. The format will be multiple-choice and short-essay questions, and a case study. More details will be provided closer to the exam date.

Final Exam: 30%

The final exam will be held during the formal examination period for the semester. It is imperative that students attend the final exam since **there will be no other alternative date to write the final exam**. The final exam is closed-book and cumulative, covering **text chapters 1-14**. The format will be short-essay questions, and a case study. More details will be provided closer to the exam date.

IMPORTANT YORK POLICIES:

Academic Honesty (Senate Policy)

LA & PS 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/acadhonesty.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% 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, 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>

Deferred Standing

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

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 more information please go to:

<http://cds.info.yorku.ca/>