

AP/HRM3430 3.0M
Human Resources Planning
Winter 2023 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

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. Class participation is important both to your learning and your professional development. 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. These sessions are provided as an additional learning opportunity (based on individual learning styles and need) and attendance at these class sessions is not mandatory. As an online course, you can learn the course material at your own pace, following the schedule of readings, videos, and activities.

I will make use of Eclass 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.

When emailing the Course Director, please include in the subject line of the email the course number and section (e.g. HRM 3430A) and your full name.

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	Participation in discussion forum (4 periods)	5%
Exercises	Submission dates in Schedule (4 in total)	30%
Mid-term Examination	Includes the content covered to date	25%
Final Exam	Cumulative exam	40%
Total		100%

Participation (5%)

Participation occurs through the discussion forum. There are 4 periods that you will need to participate within. 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. Discussion in the forum will provide us an opportunity to connect with the material and each other while sharing and developing our knowledge together. Participation will be assessed over 4 periods with the first period starting **January 12**, and with periods ending the day of class at 11:59pm for the following dates: the first period ends **January 25**, the second ends **February 8**, the third ends **March 15**, and the fourth ends **April 5**. Participation for a period can occur at any time during the periods identified. The guide for participation (which will include the assessment criteria) will be posted on the course eClass page.

Exercises (30%)

There are four exercises that students will need to complete throughout the term. The due dates are identified in the course schedule below. Exercise requirements, your exercise papers should be between 275 and 325 words, double-spaced, in 12-point font Times New Roman with 1-inch margins (producing a paper one-page in length). Please see the “Guidelines for Human Resources Planning Exercises” posted on the course eClass page for additional requirement details. There will be 4 submissions (submitted in eClass Turnitin), and each will be worth approximately 7.5% (for a total of 30%).

Exams (65%)

The exam includes 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 may consist of a variety of questions such as multiple-choice and short-answer questions designed to test the student's ability to apply the course concepts. In preparation for exams, 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 will be single attempt time-limited assessments. Supporting material or aids are permitted for exams; 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.

Mid-term Exam (25%): A mid-term exam will be held online during class scheduled time on **February 15, 2023 at 7pm to 10:00pm**. 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 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 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. Thus, if you miss an assessment test for a valid reason then follow the current York policy to address the issue.

Final Examination (40%): 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/2022-2023/grades-and-grading-schemes>

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

MISSED ACADEMIC WORK

Lateness Penalty: Paper 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/>
- Grades and Grading Scheme: <https://calendars.students.yorku.ca/2022-2023/grades-and-grading-schemes> ; “Final course grades may be adjusted to conform to Program or Faculty grades distribution profiles.”; and marks will be assigned using the grading scheme and conversion.
- 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: <https://www.yorku.ca/laps/shrm/academic-resources/deferred-exam-request/>
- Student Accessibility Services (also see below): <https://accessibility.students.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 11	Strategic Management Aligning HR Strategy	Chapter 1 Chapter 2	Course overview and Introduction
2 January 18	Environmental Influences HR Forecasting Process	Chapter 3 Chapter 4	Lecture Exercise 1 due
3 January 25	Determining HR Demand Ascertaining HR Supply	Chapter 5 Chapter 6	Lecture End of participation period 1
4 February 1	Succession Management	Chapter 7	Lecture Exercise 2 due
5 February 8	IT for HR Planning	Chapter 8	Lecture End of participation period 2
6 February 15	Mid-term -- Examination	Covering Chapters 1 to 8	Mid-term – Examination February 15 at 7pm to 10pm
7 February 22	Winter Reading Week	Reading Week	Reading Week February 18 to 24
8 March 1	Change Management	Chapter 9	Lecture Exercise 3 due
9 March 8	Downsizing and Restructuring	Chapter 10	Lecture
10 March 15	Strategic International HRM Mergers and Acquisitions	Chapter 11 Chapter 12	Lecture End of participation period 3
11 March 22	Outsourcing	Chapter 13	Lecture Exercise 4 due
12 March 29	HR Assessment and Analytics	Chapter 14	Lecture
13 April 5	Final Exam Review	Last Class	Final Exam Preview End of participation period 4
April 10	Classes End		
Apr. 12-27	Winter Examinations		