



**York University
School of Human Resource Management**

Course Outline

**HRM 3430 N
*Human Resources Planning***

WINTER 2023

Credits: 3.0

Day/Time: Wednesdays from 7:00 pm to 10:00 pm

Location: SLH B

Professor: Dr. Michael McGarry

Email: mmcgarry@yorku.ca

Weekly Office Hours: TBA

Course Description

This course examines how strategic human resources planning can ensure organizational requirements are efficiently fulfilled. Relevant theory and important terms and concepts will be analyzed as students learn the importance of aligning human resources activities with business strategy. Fundamental human resources practices such as job analysis, the effective use of human resources information system data, forecasting organizational staffing needs, succession planning, outsourcing, restructuring, and mergers and acquisitions will be assessed for how they impact to the human resources planning process and achievement of organizational goals. There will also be discussions about the skills and competencies human resources practitioners require, and the values and ethics that inform human resources practice. Students will be encouraged to think critically about these topics while developing knowledge and skills to support their current and future professional goals. The learning outcomes of this course will be achieved through lectures, discussions, an exam and assignments.

Prerequisite

AP/HRM 2600 3.00

Students are responsible to ensure that they have the prerequisite(s) as stated in the course outline. Students who do not have the prerequisite(s) are at risk of being dropped from the course at any time during the term. The School of Human Resource Management will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisite(s). Questions about enrollment and all matters pertaining to course registration should be directed to the School of Human Resource Management.

Required Text

Monica Belcourt and Mark Podolsky, *Strategic Human Resources Planning*, Seventh Edition (Toronto, ON: Nelson Education, 2019)

PowerPoint slides for each week's topic will be available for download from the course eClass page before each class.

Note: Professor McGarry may add additional readings or other materials for specific classes in order to keep course content current and enhance learning. Students will be provided with these readings and materials prior to class.

Class Schedule

Week	Dates	Topics	Readings	Assignments Due
1	January 11	Course Overview / What Is Strategic Management?	Belcourt and Podolsky, Chapter 1	Due dates for assignments are marked in bold
2	January 18	Aligning Resources with Strategy	Belcourt and Podolsky, Chapter 2	
3	January 25	Environmental Influences on Human Resources Management	Belcourt and Podolsky, Chapter 3	

Week	Dates	Topics	Readings	Assignments Due
4	February 1	The Human Resources Forecasting Process / Determining Human Resources Demand	Belcourt and Podolsky, Chapters 4 and 5	
5	February 8	Ascertaining Human Resources Supply	Belcourt and Podolsky, Chapter 6	
6	February 15	Succession Management (Midterm Exam Review)	Belcourt and Podolsky, Chapter 7	ASSIGNMENT #1
7	February 22	Reading Week		
8	March 1	Midterm Exam	Belcourt and Podolsky, Chapters 1 to 7	
9	March 8	Information Technology for Human Resources Planning	Belcourt and Podolsky, Chapter 8	
10	March 15	Change Management / Mergers and Acquisitions	Belcourt and Podolsky, Chapters 9 and 12	

Week	Dates	Topics	Readings	Assignments Due
11	March 22	Downsizing and Restructuring / Outsourcing	Belcourt and Podolsky, Chapters 10 and 13	
12	March 29	Strategic International Human Resources Management	Belcourt and Podolsky, Chapter 11	
13	April 5	Human Resources Assessment and Analytics / Course Conclusion	Belcourt and Podolsky, Chapter 14	ASSIGNMENT #2

Please note: Professor McGarry reserves the right to change or alter the schedule with advance notice to students.

Learning Outcomes

Upon successful completion of this course the student will be able to:

1. Describe the fundamental elements of human resource planning processes
2. Demonstrate knowledge in analysing and evaluating an organization's human resource requirements
3. Demonstrate the application of qualitative and quantitative assessment techniques to plan for human resources requirements
4. Explain the importance of planning for an organization's future human resource needs
5. Demonstrate ability to use the tools required for effective staff planning and development
6. Recognize the key elements of strategic human resources restructuring and evaluate its effectiveness

Grading Policies

Student performance in the course will be assessed according to the following:

Participation	10%
Assignment #1	25%
Midterm Exam	30%
Assignment #2	35%

Performance Standards/Participation: To achieve full marks for participation, students must contribute to class discussions and post on the eClass discussion forums with entries that reflect on assigned chapters and related topics. It is important to realize that the frequency or length of the entries are not the only criteria for success. Quality is preferred over quantity. Students are responsible for creating posts that offer background research or informed insights based on personal experience. Students may also challenge or elaborate on the views of others and/or provide other resources to support their views. Other sources should not be simply cut and pasted into posts; ideas drawn from them should be integrated into posts. Sources should be properly cited if reference material is used. This will help others find the source if they are interested.

It is also important to keep in mind that human resources practice is highly collaborative, and so participating regularly in class discussions, online and in-person, greatly assists in the development of professional acumen.

Midterm Exam: A midterm exam will be held in class during week eight and will cover topics raised during weeks one to six. The exam period will be three hours. A review will be conducted during week six. If you anticipate scheduling or issues, please inform Professor McGarry in advance.

Assignments: There will be two assignments. The first assignment, which is worth 25% of the overall grade, will require students to work in partnerships to craft a report of approximately 4 to 6 pages that responds to a case or topic that raises issues discussed during the five meetings of the class. Successful reports will be clearly written and well organized, and contain evidence of critical thinking (analysis, synthesis, and evaluation) and application of key concepts and processes to important themes of the course.

For the second assignment, which is worth 35% of the overall grade, the class will be divided into teams. Teams will choose from a selection, provided or approved by Professor McGarry, of current topics in human resource planning. In

response to their chosen topic, each team will write a report of 10 to 15 pages that outlines and assesses the relevant background information, identifies and examines the major issues, and offers recommendations for corrective initiatives. As with the first assignment, successful reports will be clearly written and well organized, and contain evidence of critical thinking (analysis, synthesis, and evaluation) and application of key concepts, processes, and important themes of the course.

Assignment outlines will be posted on eClass and reviewed in class to ensure students understand requirements.

Important Information for Students

Appropriate conduct is expected from all students. Appropriate conduct pertains to regular attendance, active posting/participation in classroom and online discussions and chats, and the maintenance of a safe, supportive, and inclusive learning environment by treating fellow classmates and Professor McGarry ethically, civilly, and professionally. All of these are critical to understanding the significance and proper workplace application of the terms, concepts, and practices discussed in this course, and therefore, to overall success.

Any instance of uncivil conduct will result in a grades penalty or, in extreme cases, expulsion. In addition to assisting learning, a commitment to ethical, civil, and professional conduct greatly improves academic achievement and, ultimately, success the workplace.

The School of Human Resources Management (SHRM) reviews all final grades. SHRM reserves the right to modify grades in order to maintain academic standards.

Students requiring accommodation should notify as early as possible the York University Office for Counselling and Disability Services. Information can be found at:

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

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 Professor McGarry as soon as possible should you require special accommodations.**

All students should review information regarding, Access/Disability, Religious Observance Accommodation, and Student Conduct in Academic Situations provided by the following link:

<http://secretariat-policies.info.yorku.ca/>

All students of York University must adhere to the Senate Policy on Academic Honesty.

Please see:

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

Academic misconduct is a very serious issue with potential consequences ranging from failure in the course to dismissal from the university. Academic misconduct is defined broadly as any act that violates the rights of another student in academic work or that involves misrepresentation of your own work.

To help ensure that you write and submit high integrity papers, please see the SPARK Academic Integrity module, which includes the Academic Integrity Checklist, at:

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