



Course Outline

AP/HRM3430N Winter 2024

Human Resources Planning

York University - School of Human Resource Management

Course Director/Professor: Ron Alexandrowich M.Ed. DHRP

E-mail: ronalex@yorku.ca – Please indicate the course number in your heading along with the topic.

Dates: Wednesday Jan 10 – April 3, 2024 7:00pm – 10:00pm

Time and Location: SLH - E

Office Hours: I do not have office hours. You may set up a time to meet with me one-on-one using Zoom.

Last Day to Drop Without Receiving a Grade: March 11, 2024

COURSE DESCRIPTION

This course provides students with an understanding of the human resources planning process, the qualitative and quantitative techniques used in forecasting people requirements and feasible solutions to shortages or surpluses. Some of the topics will include strategic management, mergers, and acquisitions, downsizing and restructuring, and international human resources management.

PREREQUISITES:

AK/ADMS 3480.30 or AK/ADMS 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.

REQUIRED TEXT:

Belcourt, Monica and Mark Podolsky *Strategic Human Resources Planning, Seventh Edition*, Nelson Series in HRM, Nelson Thomson, Toronto, 2019. ISBN-13-978-0-17-679808-6

Course Learning Objectives

General Learning Objectives

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

Specific Course Learning Objectives

Students will be able to:

- Explain the types of strategic orientations that firms may choose.
- Explain the environmental factors that influence strategic choice.
- Develop the skills necessary to assess the firm's human resources (supply and demand).
- Demonstrate 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 CONTENT:

Week of:	Topic	Chapter(s)
Jan 10	Strategic Management	1
17	Aligning Human Resources with Strategy	2
24	Environmental Influences on HRM/ The HR Forecasting Process	3/4
31	Determining Human Resources Demand	5
Feb 7	Determining Human Resources Supply	6
14	Midterm exam	Midterm exam
21	Reading Week	Reading Week
28	Succession Management/Information Technology for HR Planning	7/8
March 6	Change Management/ Downsizing and Restructuring	9/10
13	Strategic International HRM	11
20	Mergers and Acquisitions	12 Group Paper
27	Outsourcing	13
April 3	Final Exam Review	

Grading Components:

Group Paper	30%	Due: March 24 11:59pm
Midterm Exam	30%	Feb 14 in class only 7-9:30pm
Final Exam	40%	TBD – on-site during formal exam period.

All final grades will be reviewed by the School of Human Resource Management and the School reserves the right to modify them in order to maintain high standards.

Group Paper: 30% Due March 24

Students will self select their groups and email your group member names by the end of the third week of class.

You will research a current issue facing industry/organizations, in Canada or elsewhere, related to this course. There are multiple sources of information: the news/press, journals, managers and employees, your own experiences, academic journals, and so on. You are to research an issue and come up with recommendations on how to manage that issue/problem. Use of peer reviewed journals is encouraged.

Format:

- Cover Page (1 page)
- An introduction/purpose/background of the problem of your paper (1.5 pages).
- Review of the issue faced by the organization or industry (8 - 9 pages).
- Your recommendations on how the industry/organizations can manage the issue (2 pages)
- References (APA 7th edition) (1 – 2 pages)

Your **written paper** should be approx. 12 - 15 pages. (Arial or Times New Roman, 12 pitch, with 1" margins: double-spaced). You must include your references of articles cited, using the APA style. Your paper will be judged on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendations).

Midterm Exam: 30% Feb 14, 2024 – in-class only

This will cover chapters 1-6 only. The format is still to be determined and will be posted on our class site. There is no alternative date/time to write the midterm exam.

Final Exam: 40% - on-site only

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 cumulative, covering **chapters 1-13**. The format is still to be determined. More details will be provided closer to the exam date.

***Note:** Not all of the material covered in the textbook will be discussed in class. It will still be your responsibility to study all of the materials.*

In this course, all work should be completed by you alone. As such, you are not allowed to use generative artificial intelligence (AI), such as ChatGPT, to help you complete any of your work in this course (e.g., tests, papers, assignments, presentations, essay outlines, presentation scripts, etc.). If you do not know whether an online resource or tool can be used in this course, please contact me for guidance. Any use of generative AI in this course will be considered a breach of the Senate Policy on Academic Honesty. For more information, please review AI Technology & Academic Integrity: Information for Students.