



YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
HRM 3430 A, Winter 2025
Human Resources Planning

Course Director:

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Time: Wednesday's 7pm-10pm

Location: Vari Hall D

COURSE DESCRIPTION:

The purpose of this course is to provide students with an overview of the main theoretical and conceptual approaches to Human Resources Planning and an understanding of HR Planning processes, the qualitative and quantitative techniques used in forecasting personnel requirements, feasible solutions to shortages or surpluses within the context of organizational and Human Resources strategies.

PREREQUISITES:

Prerequisite: AP/HRM 2600 3.0 or AK/ADMS 3480 3.0

REQUIRED TEXTBOOK:

Belcourt, Monica and Podolsky, Strategic Human Resources Planning, **Eighth Edition**, Nelson Series in HRM, Nelson Education Ltd

Course Website:

I will use eClass to facilitate communication to and from students. Note that eClass will be the main venue through which lecture slides/PowerPoints will be posted, as well as up-to-date notices about the course, and your course grades. Please check the site as well as your YorkU email regularly for course related updates and information.

Lectures: I will upload the PowerPoint slides on eClass for each chapter on a weekly/bi-weekly basis. I've kept a weekly framework for uploading lectures to ensure that you stay organized and keep up with the readings/lectures. These PowerPoint slides will highlight the main concepts in the chapter, but you are still responsible for reading the entire chapter in the textbook and any relevant readings posted on eClass.

COURSE ORGANIZATION:

Certain chapters have “de-emphasize” notes listed below. This does not mean that you can skip them altogether. It means that while you must understand these topics and why they are discussed, you will not be expected to answer very detailed questions relating to them.

Date	Topic	Chapter
Jan 8 th	Introduction to the course: Discussion on course outline and performance evaluation. Strategic Management	Chapter 1
Jan 15 th	Aligning Human Resources with Strategy Environmental Influences on HRM	Chapter 2 Chapter 3
Jan 22 nd	The HR Forecasting Process/Determining HR Demand [Ch. 4: de-emphasize “Determine Net HR Requirements”] The HR Forecasting Process/Determining HR Demand [Ch. 5: de-emphasize “Regression Analysis” pp. 106-113]	Chapter 4 Chapter 5
Jan 29 th	Ascertaining HR Supply/Succession Planning [Ch. 6: Read the entire chapter BUT with respect to the 4 topics listed below, know - conceptually - what they are and why they are relevant, but do NOT worry about making calculations or knowing them in great detail: Markov Model (pp.136-139); Linear Programming (pp.140); Movement Analysis (pp.140-144) and Vacancy Model (pp.144-147)] Succession Planning	Chapter 6 Chapter 7
Feb 5 th	Information Technology for HR Planning [Ch. 8: de-emphasize “selecting technology solutions for HRM” pp. 204-211]	Chapter 8
Feb 12 th	Midterm exam on Chapters 1- 8 (Online via eClass – see announcements on eClass)	
Reading week	No Class	
Feb 19 th	Change Management	Chapter 9

Mar 5 th	Downsizing and Restructuring Strategic International HRM	Chapter 10 Chapter 11
Mar 12 th	Mergers and Acquisitions Outsourcing	Chapter 12 Chapter 13
Mar 19 th	HR Assessment and Analytics	Chapter 14
Mar 26 th	Class Presentations – Day 1	
Apr 2nd	Class Presentations – Day 2 Assignment Due – Upload via eClass	
Final Exam	See YorkU Exam Schedule Final Exam on Chapters 9-14	

*Class schedule may be changed at the discretion of the Instructor.

Specific Course Learning Objectives:

This course will provide a general overview of common approaches in the field of Human Resources Planning and will help you understand the planning processes used by HR professionals as part of an organization’s overall strategy.

We will discuss concepts such as business and HR strategies; the environmental factors that influence HR planning; assessing HR supply and demand; the HR implications relating to downsizing, restructuring, mergers and acquisitions; succession planning; the use of IT in HR planning; outsourcing and other emerging issues in strategic HR planning.

COURSE EVALUATION:

- Mid-term Exam:* 30%
- Group Assignment:* 30%
- Participation:* 10%
- 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.

Mid-Term Exam: (30%): A mid-term examination will be held via eClass as indicated on the date above. The

mid-term exam is a closed-book exam covering materials covered in class. The format will most likely be a combination of multiple choice and essay/short answer questions. You will be advised of the format prior to the midterm date. It is imperative that you attend the mid-term **since there will be no other alternative dates to write a make-up exam**. If you miss the midterm exam for a valid reason (as set out in York policies) then the value of the mid-term will be added to the value of your final exam, making your final exam worth 60%.

Group Assignment: (30%): Further details relating to the written assignment and presentation will be provided later.

Final Examination: (30%): The exam will be held during the formal examination period for the semester, in a room and location to be announced closer to the exam date. More details will follow as the semester progresses, but the exam will be cumulative, covering all material from the semester. There will be no other alternative date to write the final exam. The instructor will provide more details of the format.

IMPORTANT YORK POLICIES:

Academic Honesty (Senate Policy)

Breaches of the Senate Policy on Academic Honesty are 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://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

Grading Scheme and Feedback Rule (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. Under normal circumstances, some graded feedback worth at least 15% per cent 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 (see policy for exceptions to this aspect of the policy: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Final Examinations 20 % Rule (Senate Policy)

No examinations or tests collectively worth more than 20 per cent of the final grade in a course will be given during the final 14 calendar days of classes in a term. The exceptions to the rule are classes which regularly meet Friday evenings or on Saturday and/or Sunday at any time, and courses offered in the compressed summer terms.

Reappraisals

For reappraisal procedures and information, please visit the Office of the Registrar site at:

<http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures:

Deferred Standing

The School of Human Resource Management's Deferred Standing Request process for Final Exams: **Within 7 calendar days** of a missed final exam, students must request a deferred exam by following these steps:

1. Submit a request online using the HRM Deferred Standing system:

<http://shrm.laps.yorku.ca/students/deferred-exam-request/>

2. Submit the Deferred Standing Agreement (DSA) form along with supporting documentation (ie. Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

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.**