



Course Outline

AP/HRM3430A (Asynchronous) Summer 2025

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: Week of May 5 to week of July 28

Time and Location: This course is asynchronous. There is no set time or date, except for exams. However, this course does progress on a weekly basis.

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

Course Slides and Lectures: Chapter slides and recordings, articles, and videos will be uploaded on our class site.

Last Day to Drop a Course: July 7 2025

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 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, Eighth Edition, Copyright © 2023 by Tophatmonocle Corp. (This is an e-text.)* There will be a link on our course site.

You can use the 7th edition. ***However, it is your responsibility to understand the materials from the 8th edition since some of the information has changed.***

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 assets (supply).
- Develop the skills necessary to assess the human resource 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 CONTENT:

Week of:	Topic	Chapter(s)
May 5	Strategic Management	1
12	Aligning Human Resources with Strategy	2
19	Environmental Influences on HRM/The HR Forecasting Process	3/4
26	Determining Human Resources Demand	5
June 2	Determining Human Resources Supply and Succession Management	6/7
9	Midterm exam - week of June 9 (Date/Time TBD)	Midterm exam
16	Reading Week	Reading Week

23	Information Technology for HR Planning	8
30	Change Management	9
July 7	Downsizing and Restructuring	10
14	Strategic HRM/ Mergers and Acquisitions Group Papers due Sunday July 20 2025 11:55PM	11/12
21	Outsourcing	13
28	HR Assessment and Analytics	14

Grading Components:

Group Paper	25%	Due Sunday July 20 11:55pm
Midterm Exam	35%	online week of June 9
Final Exam	40%	TBD - online 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:

This paper is a group assignment only. I will place students into random groups. You cannot move in and out of groups for ANY reason. You will not be selecting your own group.

Paper 25%

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) Name of students with student No. Title, course code and date.
- An introduction/purpose/background of the problem of your paper (1.5 pages).
- Examination of the issue(s) faced by the organization and/or industry (8 - 9 pages).

- Your recommendations on how the industry/organizations can manage the issue(s) (2-3 pages)
- References (APA 7th edition) (1 – 2 pages) at least 10 references

Your **written paper** should be approx. 12 - 16 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).

Online Midterm Exam: 35% week of June 9 Date and Time TBD

This will cover chapters 1-7 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.

Online Final Exam: 40% During final exam period

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 1-14**. The format is still to be determined. More details will be provided closer to the exam date.

Note: *Not all the material covered in the textbook will be discussed in class. Conversely, some of the materials presented in the recorded lectures will not be in the textbook. You will be responsible for all of the materials in both the assigned textbook chapters and in the recorded lectures.*

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. 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.