

# Human Resources Planning

3430, 3.0, Section A  
2025/Fall

## Course Information

Course Instructor: Ikram Muhammad  
E-mail: [ikramm@yorku.ca](mailto:ikramm@yorku.ca)  
Phone: N/A  
Office Hours & Location: By Appointment

Course Time & Days: Asynchronous  
Class Location: Online  
Course eClass site:

## Land Acknowledgment

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region ([LA&PS Land Acknowledgement](#)).

## Course Overview

### 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. Some of the topics will include strategic management, mergers, and acquisitions, downsizing and restructuring, and international human resources management.

**Pre-Requisites:** AP/HRM 2600 3.0

**Course Credit Exclusions (CCE):**

## Course Learning Objectives

By the end of this course, students will be able to:

- Explain the types of strategic orientations that organizations may choose.
- Explain the environmental factors that influence strategic HR decisions.
- Develop the skills necessary to assess the organization's human assets (supply).
- Develop the skills necessary to assess the human resources 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 Organization

Group Assignment: **25%** (Due Nov 24<sup>th</sup>, 2025, by 11:59pm)

Mid-Term Exam: **35%** (Week of Oct 19<sup>th</sup>, 2025)

Final Exam: **40%** (During the Final Examination Period)

## Instructor Office Hours and Communication Guidelines

The office hours are by appointment only.

It is always challenging to maintain efficient and effective communication between the instructor and students. Please take a note of the following important communication policies for the course.

- If you have any questions on course policies, requirements, contents, etc., you could send an **email** directly to [ikramm@yorku.ca](mailto:ikramm@yorku.ca). I will try to respond to your questions within 24-48 hours.
- If you have questions that may be of interest to the rest of the class, you could post them using **Open Forum** on the eClass course site so that other students can benefit from the questions and answers.

## Required Course Materials

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 7<sup>th</sup> edition; **However, it is your responsibility to understand the materials from the 8<sup>th</sup> edition since some of the information has changed.**

It is your responsibility to ensure that you read the material from the text and any other readings that are assigned. At times, I will spend some time lecturing on particularly important, difficult, and/or interesting text material and at other times my lectures will

cover material that is not in the text. Therefore, you will be in a better position to learn and engage the lecture material if you have first read the assigned readings.

## Technical Requirements

Several platforms will be used in this course (e.g., eClass, Zoom, etc.) where students will interact with course materials, the course director/TA, as well as with each other.

Need technical help? Check out the following helpful links for information resources and support:

- [Student Guide to eClass](#)
- [Zoom@YorkU Best Practices](#)
- [Zoom@YorkU User Reference Guide](#)
- [eLearning Getting Started](#) (LA&PS eServices)
- [Student Guide to Remote and Online Learning](#)

To determine Internet connection and speed, there are online tests, such as [Speedtest](#), that can be run. If you need technical assistance, please consult the [University Information Technology \(UIT\) Student Services](#) webpage or write to [askit@yorku.ca](mailto:askit@yorku.ca).

## Course Evaluations

### Course Evaluation Chart

Assessment	Due Date	Weight %
Group Assignment	Nov 24, 2025, by 11:59pm	25%
Mid-Term (Online)	Week of Oct 19 <sup>th</sup> , 2025 (TBD)	35%
Final Exam	Final Examination Period	40%
		<b>100%</b>

## Assessment Descriptions

### Group Assignment: 25%

The group assignment is due on **November 24<sup>th</sup>, 2025, by 11:59pm**. Each group will select a company to research/study its strategy and how its HRM aligns with the organizational strategy, to identify advantages and disadvantages of its HRM practices, and to recommend some strategic actions for the firm to improve its HRM effectiveness.

Report Criteria:

- Cover Page: Name of students, student #s, Title, Course Code and Date
- Introduction/Purpose/Background of the paper
- Organizational Business and HR Strategy
- HRM Challenges, Issues/Alignment or Misalignment with Business Strategy
- Recommendations to improve HRM effectiveness

The written report should be approx. 12-16 pages (excluding any appendices or references), double spaced, 1" margins on all sides, and 12- point Times New Roman or Arial font. The report must include a list of articles cited, using the APA style, and also include each group member's full names and student numbers. The report will be evaluated on style (grammar, etc.) and content (the extent and quality of research, analysis, and recommendations).

**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.**

**Online Mid-Term Exam: 35%**

A mid-term exam will be held during the eighth week of the course. The exam will cover chapters 1-7 only. The format is still to be determined and will be posted on the class site. There is no alternative date/time to write the midterm exam.

**Final Exam: 40%**

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 closed book and cumulative, covering text chapters 1-14. The format is still to be determined. More details will be provided closer to the exam.

**How to Submit Assessments**

All assessments must be submitted in the submission folder of the course on e-class.

**Late Work Policy**

It is the responsibility of the student to submit academic grade work on time, apart from extenuating circumstances, the policy on Academic Standards, Grades, and Conduct of Examination will be followed.

**Missed Assessments, Tests and Exams**

Exams results will determine students' grades. It is expected that all students will write the mid-term and final exam on the scheduled day, time, and location.

Students who choose to enroll in this course are personally responsible for ensuring that they can write the examination during the date/time specified by York University, and for ensuring that discretionary activities such as vacations do not conflict with examination dates and the academic requirements of this course. If the final examination is missed, a deferred exam can be written only when supporting medical documentation (accompanied by a signed physician's note) is provided to the School of HRM. Deferred final exams are common across all sections of HRM 3430, i.e., not just for the internet version of the course, and are cumulative in nature. If a student does not write the final exam and is not able to provide acceptable medical documentation for the missed exam, she/he will need to petition for a deferral to the faculty council.

## How to Use Citations in this Course

[Text]

Resources to help with citations:

- [I need to cite and reference](#), Learning Commons
- [Drop-in Research Support](#), York U Libraries
- [Writing Centre](#)
- [Student Papers & Academic Research Kit \(SPARK\)](#)

## Grading

The grading scheme for this course confirms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University [Academic Calendar](#).

Grade	Grade Point	Percent Range	Description
A+	9	90–100	Exceptional
A	8	80–89	Excellent
B+	7	75–79	Very Good
B	6	70–74	Good
C+	5	65–69	Competent
C	4	60–64	Fairly Competent
D+	3	55–59	Passing
D	2	50–54	M marginally Passing
E	1	40–49	M marginally Failing

Grade	Grade Point	Percent Range	Description
F	0	0–39	Failing

## Course Schedule

### Important Dates

Explore York University's [Registrar's Office](#) to find a list of important dates, such as class start/end dates, drop deadlines, holidays and more.

### Weekly Course Schedule

Week	Readings and Activities	Assessment Due Dates	Textbook Chapters
Week 1 Sep 3	Strategic Management		Chapter 1
Week 2 Sep 8	Aligning HR with Strategy		Chapter 2
Week 3 Sep 15	Environmental Influences on HRM		Chapter 3
Week 4 Sep 22	The HR Forecasting Process		Chapter 4
Week 5 Sep 29	Determining HR Demand and Ascertaining HR Supply		Chapter 5/6
Week 6 Oct 6	Succession Management		Chapter 7
Week 7 Oct 13	<b>FALL READING WEEK (Oct 11 – Oct 17)</b>		
Week 8 Oct 20	<b>Mid-Term Exam - Online (Date/Time TBD)</b>	<b>Week of Oct 19<sup>th</sup>, 2025</b>	<b>(Chapter 1-7)</b>
Week 9 Oct 27	Information Technology for HR Planning		Chapter 8

Week	Readings and Activities	Assessment Due Dates	Textbook Chapters
Week 10 Nov 3	Change Management		Chapter 9
Week 11 Nov 10	Downsizing and Restructuring/Outsourcing		Chapter 10/13
Week 12 Date Nov 17	Strategic International HRM		Chapter 11
Week 13 Nov 24	Mergers and Acquisitions <b>Group Assignment Due</b>	<b>Nov 24, 2025, by 11:59pm.</b>	Chapter 12
Week 14 Dec 1	HR Assessment and Analytics		Chapter 14

*Note: The instructor reserves the right to change or alter the course outline/syllabus/materials with a sufficient notice to students. On occasion, the instructor may add additional readings for a specific class, if he deems it necessary for the better understanding of the topic.*

## Course Policies

Please review the course policies in this section. All students are expected to familiarize themselves with the following information:

- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)

## Academic Integrity and Conduct

Academic integrity is a fundamental and important value of York University. To maintain a fair and honest learning environment, you are responsible for understanding and upholding academic integrity in all courses and academic activities. You are encouraged to connect with reliable [on-campus resources](#) that support your coursework and academic honesty. To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the [Senate Policy on Academic Conduct](#). You can learn more about upholding academic integrity in your courses by exploring [SPARK: Academic Integrity Module](#), [LA&PS Academic Honesty](#) and [Academic Integrity for Students](#).

## Generative Artificial Intelligence (GenAI)

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created (in whole or part) through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Conduct](#). Using AI apps such as Microsoft Copilot, ChatGPT, DALL-E, translation software among others to complete academic work **without your instructor's knowledge or permission**, is considered a breach under York's Academic Conduct Policy. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

If you're not sure whether using an AI app for your academic work is acceptable, it is recommended that you:

- Carefully review the guidelines for your assessments
- Check for any messages from your instructor on eClass
- Ask your instructor or TA if they are permitting the use of these tools

## Turnitin

To promote academic integrity in this course, you will normally be required to submit your written assignments to Turnitin (on the course's eClass site) for a review of textual similarities and the detection of possible plagiarism. In doing so, you are allowing your 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](#). York students may opt out of using Turnitin. If you wish to opt out, you should contact your instructor as soon as possible.

## Accessibility

York University is committed to creating a learning environment which provides equal opportunity to all members of its community. If you anticipate or experience any barriers to learning in this course, please discuss your concerns with your instructor as early as possible. For students with disabilities, contact [Student Accessibility Services](#) to coordinate academic accommodations and services. Accommodations will be communicated to Course Directors through a Letter of Accommodation (LOA). Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange. To learn more, please visit [Accommodated Exam/Test Scheduling](#).

## Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community and making reasonable and appropriate [accommodations to adherents for observances of days of religious significance](#). Should any of the dates specified in this syllabus for course assignments, tests, or deadlines conflict with a date of religious significance, please contact the instructor not less than two (2) weeks (or 14 days) prior to the date for which accommodation is sought. If the requested accommodation is for an exam or falls within the

formal examination periods, you must complete and submit a [Religious Accommodation Agreement \(PDF\)](#) at least three (3) weeks (or 21 days) before the start of the exam period.

## **Academic Consideration for Missed Course Work**

This policy applies to course assessments worth 20% or less of your overall course grade and does not apply to exams held during the final examination period. Students may self-declare two (2) 7-day consideration periods each 12-week term and one (1) 7-day consideration period per six-week term. An Attending Physician's Statement (APS) is not required for these self-declared absences. However, an instructor may request a signed APS for the final examination period, coursework worth more than 20% of the course grade and missed work outside of the self-declared academic consideration period(s).

Students can submit their self-declaration(s) for academic consideration [using eClass](#). Students are then responsible for contacting the instructor no later than two (2) business days after the end of the consideration period(s) to arrange details of any accommodation for missed coursework. If you do not do this, you may get a zero (0) on the missed work. Where courses have built-in accommodations already established, the instructor may decline providing additional accommodations under this policy. For further details, please review the [Policy on Academic Consideration for Missed Course Work](#).

## **Final Examination Identification Policy**

For final exams in this course, you must present a valid York University official photo identification card ([YU-card](#)) to verify your identity. Also, you will need to sign the exam's attendance roster. Learn more about preparing for your exams by reviewing York's Policies on [Conduct of Examinations](#) as well as the Registrar's Office [Examination Tip Sheet](#).

## **Intellectual Property**

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's [Code of Student Rights and Responsibilities](#), the [Senate Policy on Academic Conduct](#), and/or legal consequences for copyright violations.

## Student Support and Resources

York University offers a wide range of student supports resources and services, including everything from writing workshops and peer mentorship to wellness support and career guidance. Explore the links below to access these on-campus resources:

- [Academic Advising](#) is available to provide students support and guidance in making academic decisions and goals.
- [Student Accessibility Services](#) are available for support and accessibility accommodation when required.
- [Student Counselling, Health & Wellbeing](#) offers workshops, resources and counselling to support your personal wellness and academic success.
- [Peer-Assisted Study Sessions \(PASS\) Program](#) provides free study sessions where students collaborate and enhance their understanding of course content in select courses.
- [Student Numeracy Assistance Centre at Keele \(SNACK\)](#) supports students in courses involving math, statistics, coding and Excel.
- [The Writing Centre](#) provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio and an Accessibility Specialist.
- [Centre for Indigenous Student Services](#) offers a community space with academic, spiritual, cultural and physical support, including writing and learning skills programs.
- [ESL Open Learning Centre \(OLC\)](#) supports students with building proficiency in reading, writing and speaking English.
- [Learning Skills Services](#) offers workshops, resources and tips on learning-related topics like time management, note-taking, studying and exam prep.
- [Learning Commons](#) links to supports for writing, learning skills, career development, exam preparation and other learning-related resources.
- [Roadmap to Student Success](#) is a collection of timely and targeted resources to help students achieve academic, personal and professional success at different stages of their university journey.
- [Office of Student Community Relations \(OSCR\)](#) is responsible for administering the [Code of Student Rights & Responsibilities](#) and provides critical incident and conflict resolution support.
- [Peer Mentorship](#) helps students transition through their first year by connecting them with upper-year students. The mentors can help students find supports and resources. They also lead a community hub on campus.
- [goSAFE](#) is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops or residences.

For a full list of academic, wellness and campus resources visit [Student Support & Resources](#).