

**AP/ HRM 3430 A 3.0 ONL
Human Resources Planning
Summer 2026 Course Outline**

**School of Human Resource Management
Faculty of Liberal Arts & Professional Studies
York University**

Course Director

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Office Hours: By Appointment via Zoom

Course Format

Time: Lectures uploaded weekly on eClass

Location: Asynchronous/ Online

This course is fully online and asynchronous. PowerPoint slides and an accompanying pre-recorded lecture will be made available each week. The slides and lecture will highlight the main concepts for each week, so they may not cover every concept from the textbook chapters. However, it is the student's responsibility to read the entire textbook material and any other readings that are assigned.

There is no set time or date, except for exams with fixed dates and times (please see the schedule below). The course progresses on a weekly basis and uses eClass (<https://eclass.yorku.ca/my/>) to facilitate communication between students. The eClass course platform is the main space for posting lecture slides and up-to-date announcements about the course. Please check the site and your YorkU email regularly for course-related updates and information.

Course Prerequisites

AP/HRM 2600 3.0 or AK/ADMS 3480 3.0

Students are personally responsible for ensuring they meet the prerequisites stated in the course calendar. Students who do not have the prerequisites are at risk of being dropped from the course at any time. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites.

Course Description

HR planning is more than just demand and supply forecasting (such as in recruitment); it is about overall strategies that connect organizational goals with human resources management practices, policies, and systems. This course provides students with an understanding of the human resources planning process, the qualitative and quantitative techniques used in forecasting personnel requirements, and feasible solutions to shortages or surpluses. Some of the topics include strategic management, HR alignment with strategy, environmental influences on HRM, HR forecasting

(demand and supply determinants), downsizing and restructuring, mergers and acquisitions, and HR assessment and analytics.

Required Textbook

- Belcourt, M., & Podolsky, M. (2023). *Strategic Human Resources Planning*, (8th ed.) Tophatmonocle Corp. (*This is an e-text*). There will be a link on our eClass page.

Email Policy and Communication

Students are recommended to contact the instructor directly by email at jasonjb@yorku.ca over eClass messaging. In the subject line, please include the course number and section (HRM 3430 A). The instructor aims to respond to course-related emails as promptly as possible, typically within 1 to 2 business days, and will address messages received on weekends and holidays as soon as reasonably possible. Course-related information, such as assignment instructions, guides, exam dates, and format, will be communicated under the Announcement section of the class website (eClass).

Course Learning Objectives

The purpose of this course is to provide an overview of the main theoretical and conceptual approaches to Human Resources Planning and the process within the context of organizational and Human Resource strategies. By the end of this course, students will be able to:

- Explain the types of strategic orientations that firms may choose
- Explain the environmental factors that influence strategic HR decisions
- Develop the skills necessary to assess the organization's human assets and requirements
- 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 Schedule and Content

Week of:	Topic	Chapter (s)
May 4th	Introduction Strategic Management *1st Participation Forum Open	Chapter 1
May 11th	Aligning Human Resources with Strategy	Chapter 2
May 18th	Environmental Influences on HRM The HR Forecasting Process	Chapter 3 & 4
May 25th	Determining HR Demand	Chapter 5
June 1st	HR Supply and Succession Management *1st Participation Forum Close on Jun 7th	Chapter 6 & 7

Date: June 11th	Mid-Term Exam (Online via eClass)	
Reading Week		
June 22nd	Information Technology for HR Planning *2nd Participation Forum Open	Chapter 8
June 29th	Change Management	Chapter 9
July 6th	Downsizing, Restructuring, and Outsourcing	Chapter 10 & 13
July 13th	Strategic International HRM	Chapter 11
July 20th	Mergers and Acquisition (M&A)	Chapter 12
July 27th	HR Assessment and Analytics *2nd Participation Forum Close	Chapter 14
August 6th – 13th	Final Exam (Online via eClass)	Date TBD

Evaluation

Assessments	Weight	Date/Note
Participation	5%	
Group Research Paper	25%	Due July 19 th 11:59 PM
Mid-Term Exam	30%	June 11 th (Time TBD)
Final Exam	40%	During Final Examination Period

Participation (5%)

Participation in this course occurs through the discussion forum on eClass. The purpose of the discussion forum is to provide a place where students can share learning experiences, reflect on the content, and ask questions about topics and issues covered. The discussion forum will provide an opportunity to connect the materials covered, share our own experiences and reflections, and develop knowledge together. Students are to participate by posting a reflection post on the week's topic of their choosing, for a total of 4 discussion posts. Participation will be assessed over 2 periods: the first runs from May 4th to June 7th at 11:59 PM. The second period runs from June 22nd to August 2nd at 11:59 PM. The details and participation guide, including assessment criteria, will be posted on the eClass page.

Group Research Paper (25%)

In this group assignment, students will act as HR consultants to analyze a current organizational/human resource strategy and a challenge faced by a specific Canadian or global organization. The purpose of the group research paper is to provide students with an opportunity to apply the topics and issues learned in a real-world context. Details on the group research paper will be further communicated on the eClass page.

Missed Academic Work: Lateness Penalty

Assignments received later than the due date will be penalized. All assignments are due on the specified due date; otherwise, a late penalty will be applied. Exceptions to the lateness penalty for valid reasons such as illness, compassionate grounds, etc., may be considered but will require supporting documentation (e.g., self-declaration or attestation of illness, a statement of reasons). Document should be provided prior to the due date, or within seven days following the due date. A late penalty of 5% daily will be applied for each of the first four calendar days an assignment is late (for a total of 20%), and a 10% penalty will be applied daily for each of the remaining calendar days an assignment is late up to seven days after which a 100% penalty will apply (in other words, submitting assignment seven days after its due date results in a 100% penalty thus assignment will receive a mark of zero). Please refer to the 'information for students' section below for relevant links.

Mid-Term Exam (30%)

The midterm exam will be held online via eClass page on **June 11th** (Time TBD). The midterm exam is a closed-book exam covering materials up to date, including chapters 1 to 7 of the textbook. The details, guides to online testing, and the test format will be provided prior to the midterm date. Please check under the announcement section. It is important for students to attend the midterm ***as there will be no 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 midterm will be added to the value of your final exam, making your final exam worth the combined portion. If you do not have a valid reason for missing the midterm exam, you will get a mark of zero on this particular assessment.

Final Exam (40%)

The final exam will be held during the formal examination period. More details about dates, time and format will follow as the semester progresses. It is important for students to attend the final exam ***as there will be no other alternative date to write the final exam.*** The final exam is cumulative, covering all material from the semester. If you miss the final exam for a valid reason (as set out in York Policies), students can apply for deferred examination through the School of Human Resource Management and write the final exam at a later date. Please visit: <https://www.yorku.ca/laps/shrm/academic-resources/deferred-exam-request/>

Turnitin and Generative Artificial Intelligence (GenAI)

All work submitted for assessment should be completed by the student. To promote academic integrity in this course, you will normally be required to submit your written assignments to Turnitin (on the course's eClass page) 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 (<https://www.turnitin.com>). York students may opt out of using Turnitin. If you wish to opt out, you should contact your instructor as soon as possible.

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created (in whole or in 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, Chat GPT, 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 visit:

<https://www.yorku.ca/unit/vpacad/academic-integrity/ai-technology-academic-integrity/>

Important York University Policies

Academic Honesty (Senate Policy)

It is the student's responsibility to understand what constitutes academic honesty and integrity. 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:

<https://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>

Academic Integrity

Academic integrity is a fundamental and important value of York University. To maintain a fair and honest learning environment, students in this course are responsible for understanding and upholding academic integrity in all of their academic activities. To better understand expectations, familiarize yourself with the Senate Policy on Academic Conduct:

<https://www.yorku.ca/secretariat/policies/policies/academic-conduct-policy-and-procedures/>

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:

<https://www.yorku.ca/secretariat/policies/policies/grading-scheme-and-feedback-policy/>

For more information on the grades and grading scheme, please visit:

<https://calendars.students.yorku.ca/2025-2026/grades-and-grading-schemes>

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>

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. For more information, please visit student accessibility services: <https://students.yorku.ca/accessibility>

Information for Students

Below are some useful links for students:

- Important dates: <https://registrar.yorku.ca/enrol/dates/2025-2026/summer>
- Student Accessibility Services: <https://students.yorku.ca/accessibility>
- Academic Support & Accommodation: <https://accessibility.students.yorku.ca/academic-support-accomodations>
- Student Code of Rights & Responsibilities: <https://students.yorku.ca/oscr/the-code>
- Academic Honesty: <https://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>
- AI Technology & Academic Integrity: <https://www.yorku.ca/unit/vpacad/academic-integrity/ai-technology-academic-integrity/>
- Deferred Standing Request: <https://www.yorku.ca/laps/shrm/academic-resources/deferred-exam-request/>
- Student Forms: <https://students.yorku.ca/student-forms>
- Physician's Statement Form: <https://secure.students.yorku.ca/pdf/attending-physicians-statement.pdf>
- Technical Support Contact at York University: ithelp@yorku.ca