

**THE UNIVERSITY OF WESTERN ONTARIO  
LONDON CANADA**

**Management and Organizational Studies**

**MOS 383a**

**Section 001**

**Strategic Human Resources Planning**

**2007**

**1.0 CALENDAR DESCRIPTION**

An introduction to human resources planning processes in organizations. Topics include: supply and demand forecasting, succession management, job analyses, downsizing and restructuring, mergers and acquisitions.

Prerequisite: Enrollment in 3<sup>rd</sup> or 4<sup>th</sup> year of the BACS/BMOS program.

3 lecture hours, half course.

Senate Regulations state, "unless you have either the requisites for this course or written special permission from your Dean to enroll in it, you will be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites".

**2.0 COURSE INFORMATION**

Instructor:	Julie Aitken Schermer, Ph.D.
Office:	2215 Social Science Centre
E-mail:	jharris@uwo.ca
Office Hours:	Wednesdays 10-12:30 Thursdays 11-12:30 or by appointment
Telephone:	661-2111 ext 84699
Lectures:	Thursdays 12:30-3:30pm, SSC 3014

**3.0 TEXTBOOK**

Belcourt, M. & McBey, K. (2004). Strategic human resources planning (3<sup>rd</sup> ed.). Scarborough, ON: Nelson Thomson Learning.

[ISBN 0-17-625245-2]

#### 4.0 COURSE OBJECTIVES

This course is designed to provide students with an appreciation for the need for sound planning in human resources. The course will begin with an understanding of jobs using job analyses and then progress through planning for vacancies and assessing how the vacancies will be filled in the future.

#### 4.5 COURSE FORMAT

The primary course format will be lectures. Nevertheless, questions and discussions are desired and encouraged.

#### 5.0 EVALUATION

**There are 3 non-cumulative exams in this course.** Exams 1 and 2 are each worth 33% of the total grade. The third exam is worth 34% of the course grade. These tests are **short answer and multiple choice in format**. Each exam, in total, will be scheduled for **two hours** and are **closed book examinations**. In addition, **no calculators or dictionaries are allowed into the examinations**. Students are responsible for material covered in the lectures as well as the assigned chapters in the text. Exams 1 and 2 will be in class time. The third exam will be scheduled during the December exam period (December 8-20, 2006). Exams will not be returned to students but may be reviewed in the instructor's office.

Students are **REQUIRED TO COMPLETE ALL COMPONENTS** of this course. There are no exceptions to this. "Extra assignments" to improve grades will **NOT** be allowed.

Grades will **not** be adjusted on the basis of "need". It is important to monitor your performance in the course. **Remember:** *You* are responsible for your grades in this course.

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses (see section 9.0 below). Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating. Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre, (519) 661-3573.

The multiple choice component of the exams will be scored using the program "Scan Exam" which examines the answer sheets for "unusual" coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

## 6.0 STUDY SCHEDULE

**September 6** - Introduction to the course

**September 13**

**Chapter 1 - Concepts of Strategy and Planning**

**Chapter 2 - Aligning HR with Strategy**

**September 20**

**Chapter 3 - Environmental Influences on HRM**

**September 27**

**Chapter 4 - Evaluation of HR Programs and Policies**

**October 4**

*Exam 1 (Chapters 1 to 4) = 2 short answer questions per chapter; 6 multiple choice questions per chapter*

**October 11**

**Chapter 5 - Job Analysis**

**Chapter 6 - HR Management Systems**

**October 18**

**Chapter 7 - The HR Forecasting Process**

**Chapter 8 - HR Demand**

**October 25**

**Chapter 9 - Ascertaining HR Supply**

**November 1**

*Exam 2 (Chapters 5 to 9) = 2 short answer questions per chapter for chapters 5-7, 1 short answer question for each chapters 8 and 9; 5 multiple choice questions per chapter (chaps. 5-9)*

**November 8**

**Chapter 10 - Succession Management**

**November 15**

**Chapter 11 - Downsizing and Restructuring**

**November 22**

**Chapter 12 - Strategic International HRM**

**Chapter 13 - Mergers and Acquisitions**

**November 29** - Last Class

## Chapter 14 - Outsourcing

***Final Examination (Chapters 10-14) - December Exam Period (December 7-19, 2007)***  
**2 short answer questions per chap. for chaps. 10, 11, and 13, 1 short answer question for each chaps. 12 and 14; 5 multiple choice questions per chap. (chaps. 10-14)**

### 7.0 POLICY REGARDING ILLNESS\*

Students are entitled to a rescheduling of exams or an extension of deadlines for legitimate medical or compassionate reasons. However, it is the student's responsibility to inform the instructor prior to the due date or exam date, to arrange a timely makeup, and, if requested, to provide acceptable documentation to support a medical or compassionate claim. In the case of a final examination or assignment in the course, the student must arrange for a Special Examination or Incomplete through their Dean's office, for which you will be required to provide acceptable documentation.

If you feel that you have a medical or personal problem that is interfering with your work, you should contact your instructor and the Faculty Academic Counselling Office as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. In general, retroactive requests for grade revisions on medical or compassionate grounds will not be considered.

### 7.5 PROFESSOR'S REQUIREMENTS REGARDING ILLNESS\*

Only on the documented basis of illness or other extreme circumstance will students be permitted to write a make-up test. In the case of illness, a student must contact the instructor **prior to** the test (voice mail stamps the date and time of telephone calls). The student must provide an *official illness certificate* on appropriate letterhead from their physician which states that, due to medical reasons, it was impossible for the student to write the exam at the scheduled time. A NOTE SCRIBBLED ON A PRESCRIPTION PAD IS **NOT** AN ACCEPTABLE MEDICAL CERTIFICATE.

#### MAKE-UP EXAMINATIONS

The student must write a make-up exam. The make-up exam differs in format from the original exam and would be scheduled before or at the completion of the course. Make-up examinations will be of the **true/false** nature **with guessing penalty** in which 0.5 marks are deleted from the number correct for *each* incorrect answer. This format equates the grade a student would achieve if they randomly guessed on a multiple choice exam, which would result in a grade of approximately 20-25%. If a student randomly guessed on a true/false exam, they would achieve a grade of 50%. Thus the guessing penalty then equates the grade due to guessing alone to 25%.

#### ATTENDANCE

It is expected that students will attend all classes. The professor does not provide access to lecture notes. Students are encouraged to obtain missed lecture notes from a fellow student.

## **8.0 POLICY ON CHEATING & ACADEMIC MISCONDUCT\***

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgements necessary in academic papers: in using another writer's words, you must both place the words in quotation marks and acknowledge that the words are those of another writer; in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## **9.0 PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS\***

In the first instance, all appeals of a grade must be made to the course instructor (informal consultation). If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Program Director or Designate of the BACS/BMOS program. If the response of the Director is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken. Only after receiving a final decision from the Dean, may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Ombudsperson's Office.

## **10.0 STUDENT RESPONSIBILITIES**

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

In this class, some students may be unaware that their private discussions are distracting to

other people. If you feel that students are distracting your attention from the material, then you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), then please see the instructor. In addition, please avoid engaging in private discussions with other students during the lectures.

To avoid unnecessary distractions, please arrive to each class on time.

## 11.0 OTHER ISSUES

### **Short Absences.**

If you miss a class due to minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or exam. Cover any readings and arrange to borrow the missed lectures notes from a classmate.

### **Extended Absences.**

If you are absent more than approximately two weeks or if you get too far behind to catch up, you should consider reducing your workload by dropping one or more courses. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

### **Academic Concerns.**

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.

### **Important Dates:**

September 14	Last day for late registration
October 15	Last day to drop a first-term half course.
December 5	Classes end.
December 6	Study Day.
December 7-19	Examination period.

## 12.0 OTHER INFORMATION

- ◆ Bring student identification to exams.
- ◆ Nothing is to be on/at one's desk during an exam except a pen or pencil, an eraser, and the individual's student card



- ◆ Do not wear baseball caps to exams
- ◆ Do not bring cassette/CD players, cell phones, beepers, etc. to exams

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\* Portions of these sections were taken from the following sources: Academic Calendar; Academic Handbook of Senate Regulations; Department of Psychology Procedures for Appealing Academic Evaluations; and the Department of History Document on Plagiarism.

**For The University of Western Ontario Senate Regulations, please see the Handbook of Academic and Scholarship Policy at:**

**<http://www.uwo.ca/univsec/handbook/>**