
MOS 3383B Section – 001

Strategic HR Planning

Winter 2020

Course Outline

1. Course Information:

Class Location and Time:

Room: UC 2105

Time: Wednesdays 1:30 p.m. – 4:30 p.m.

Contact Information:

Instructor: Mirit Grabarski

Office Hours: By appointment

Email: mgrabarski.phd@ivey.ca

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation.

More information about “Accessibility at Western” is available at: <http://accessibility.uwo.ca>

2. Calendar Description

2.1 Course 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.

3 lecture hours, 0.5 course.

Antirequisite(s): N/A

Prerequisite(s): Enrolment in 3rd or 4th year of BMOS

2.2 Senate Regulations

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.”

This regulation is in regards to the COURSES required. Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.

3. Textbook

- 4.** Strategic Human Resources Planning, **Seventh** Edition. Nelson Education, 2019. ISBN-10: 0176798080; Authors: Monica Belcourt & Mark Podolsky. Additional readings may include class handouts or articles on the internet, and/or readings to be accessed from the western Online Library Catalogue in electronic resources.

5. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

5.1 Course objectives

This course provides a systematic examination of choices that confront managers in Canada who wish to implement strategic human resources planning effectively. These choices are presented through introduction to the concepts of strategy formulation and implementation within the HR context.

5.2 Course format

In each weekly lecture, numerous examples, role plays, case exercises and class discussion will be introduced to illustrate how theoretical concepts of strategic human resources planning are applied in practice. Students are expected to read all assigned chapters in the course textbook, all assigned additional reading, and apply that knowledge to class exercises and discussions. Students are also required to conduct research on one organization's human resource planning practices using a wide variety of resources from both the UWO library catalogue, interviews and other suitable sources and to summarize their findings in a research report. Students are required to contribute to their own learning and to the learning of others through participation in each class.

6. Learning Outcomes

Upon successful completion of this course students should be able to:

1. Describe the role and activities of human resources management in facilitating the steps required for human resource planning in organizations using an evidenced based management approach for recommending plans of action that effectively link HR policy to business planning to improve performance, and measuring the impact of human resources management.
2. Define, describe, compare, and contrast key terms, theories, concepts, approaches, models and tools relevant to human resource planning across Canadian workplaces.
3. Synthesize and critically assess the extent to which various human resource planning practices and associated activities (such as job analysis, succession planning and change management) achieve the goals of managers and support strategic objectives of the organization within specific organizational contexts.
4. Recognize how legislation, technology, changing economic conditions, labour force dynamics, and other external factors influence human resource planning practices.

5. Analyze and differentiate human resources planning approaches used by Canadian organizations that operate globally, and assess various political, cultural, institutional, economic, employee and organizational factors that influence human resources planning on an international scale.

6. Collaborate with a group to analyze and present an empirical study that reflects one or more of the course topics.

7. Use analysis skills to research an organization of interest, identify and analyze human resources planning practices currently in use with a view to comparing such approaches to best practices in human resources planning learned in the course.

8. Use writing skills to summarize the findings of the research in a research report that compares the findings with course theory and practice and concludes with insights and recommendations the organization may consider to improve its current HR planning practices.

7. Evaluation

Your final mark will be a product of your performance in this course as assessed by your instructor, and will be calculated using the weight assigned to each course component, as shown below:

Participation - 15% (attendance, contribution, presentation)

Mid Term - 35%

Final Exam - 35%

Research Assignment - 15%

Total = 100%

PARTICIPATION (15%)

Participation is an important component of this course. Your participation mark is based on your attendance and level of contribution to class discussion and participation in group exercises and assigned activities as per the attached Instructor's Standards for Participation. Note that you are expected to remain in class (once arrived) except for class breaks determined by the instructor. "Drifting" in and out of the classroom while class is in session is distracting to the instructor and others and will negatively impact your participation mark. Class exercises are designed to provide experiential opportunities to clarify issues and considerations surrounding effective recruitment and selection strategies, techniques and processes. Your participation in class exercises and discussion will contribute greatly to understanding course theory and your ability to do well with the term assignment outlined below. A group presentation of an empirical research study is included in your participation grade.

If you are exceedingly shy, speak to me early in the course so that we can discuss other ways for you to contribute. You are expected to manage this aspect of your own learning style in order to meet course requirements. For example, you may choose to bring the instructor course relevant articles from time to time if you feel you cannot contribute enough verbally to maintain your participation mark. The protocol for submitting such articles can be found on the OWL website for this class. Note that articles must be submitted at the start of class, and be relevant to the topics for discussion in that particular class. There are no "makeups" for missed participation. Look to the University Policy Regarding Illness described in the General Information section of the course outline for direction on how to handle a variety of problems that may interfere with your attendance and/or performance in this course.

RESEARCH ASSIGNMENT (15%)

You are required to write a 6-8 page (approximately 300 words per page excluding cover page and bibliography or works cited pages) report paper on an organization and its approach and issues with respect to strategic HR planning. Further details are contained in the Guidelines for Strategic HR Report on the course website. The Guidelines describe requirements, format and content expectations for your research assignment, as well as hints and suggestions to make the assignment as enjoyable as possible. You are expected to access and read the Guidelines prior to commencing the assignment.

Research Report: Your research report is due in hardcopy at the beginning of the last class. You are also required to submit one digital copy of your assignment, to Turnitin.com (via the Assignments Dropbox to one of your accounts on the course website) by midnight on the same deadline.

A penalty of 5% for the first day and 2% for each day thereafter (including each day of a weekend or holiday) shall apply to all late research assignments.

MID TERM AND FINAL EXAM (70%)

You will have both a midyear examination, and a final examination. Both exams will be closed book exams, two hours in length. Content for each exam is presented in the topic timetable and more information will be provided closer to the exam by your instructor. Both exams are weighted at 30% in determining your final grade. As indicated in the topic timetable these exams are non-cumulative. The mid-term and the final exam will be presented in a mixed format and could contain a combination of multiple-choice, matching, true false, short or longer answer, and/or essay questions based on case incidents. Students are responsible for material covered in the assigned chapters/sections in the text as well as any additional material covered in the course and indicated for the exam.

Portions of both 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. Exams will not be returned to students but may be reviewed individually in the instructor's office (by appointment.)

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.

The DAN Department has a grade policy which states that for courses in the 3000-4000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for appeal.

8. Lecture and Examination Schedule

Week 1	Introduction, course overview & expectations; Strategic management	Chapter 1
Week 2	Aligning HR with strategy; Environmental influences on HRM	Chapters 2-3
Week 3	The HR forecasting process	Chapter 4
Week 4	Determining HR demand	Chapter 5
Week 5	Ascertaining HR supply	Chapter 6
Week 6	MID TERM – Covers Chapters 1-6, additional reading and lecture content	
Week 7	No Class – Reading Week: Read, relax and catch up	
Week 8	Succession management	Chapter 7
Week 9	Information technology for HR Planning; Change management	Chapters 8-9
Week 10	Downsizing and restructuring; Strategic international HRM	Chapters 10-11
Week 11	Mergers and acquisitions	Chapter 12
Week 12	Outsourcing	Chapter 13
Week 13	HR assessment and analytics	Chapter 14
Final Exam	FINAL EXAM – Covers Chapters 7-14, additional lecture content & handouts since the midterm. Exact date of exam TBA.	

9. Student Responsibilities

For Students should familiarize themselves with Western University Senate Regulations, please see: http://www.uwo.ca/univsec/academic_policies/index.html.

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.

9.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone.

Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor.

Late arrivals are also distracting. Please try to arrive on time for classes.

9.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

9.3 Copyright Notice

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may not record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

10. Exam Policies

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card.
- Do not wear baseball caps to exams.
- Do not bring music players, cell phones, or other electronic devices to exams.
- To ensure fairness to all students, questions will not be answered during exams.

11. E-mail Policies

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

11.1 UWO.CA Email Addresses Only

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

11.2 Subject Line Must Include Course and Section Number

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

11.3 Acceptable Emails

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

11.4 Unacceptable Emails

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted
- asking what grade a student received

- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

12. 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.

12.1 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.

12.2 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.

13. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried.

Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

14. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the [Student Centre](#) website.

15. University Policy Regarding Illness

15.1 Illness

For details on University Policy and student responsibilities go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Consideration_for_absences.pdf

Students who experience an extenuating circumstance (illness, injury, or other extenuating circumstance) sufficiently significant to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

- Submitting a Self-Reported Absence form provided that the conditions for submission are met (maximum of 2 from September to April, valid for 48 hours or less, on course work worth less than or equal to 30%); or
- For medical absences, submitting a Student Medical Certificate (SMC) : https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf signed by a licensed medical or mental health practitioner in order to be eligible for Academic Consideration; or

- iii. For non-medical absences, submitting appropriate documentation (e.g., obituary, police report, accident report, court order, etc.) to Academic Counselling in order to be eligible for academic consideration. Students are encouraged to contact their Academic Counselling unit to clarify what documentation is appropriate.

Students seeking academic consideration:

- are advised to **consider carefully the implications** of postponing tests or midterm exams or delaying handing in work;
- are encouraged to make appropriate decisions based on their specific circumstances, recognizing that minor ailments (upset stomach) or upsets (argument with a friend) are not an appropriate basis for a self-reported absence;
- **must communicate with their instructors no later than 24 hours** after the end of the period covered by either the self-reported absence or SMC, or immediately upon their return following a documented absence.

15.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office).

The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling, and seeking a new make-up date with the instructor within a reasonable time frame.

16. University Policy on Cheating and 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. 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.

A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, ombuds@uwo.ca.

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. 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.

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.

17. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair 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.
4. 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.

18. Support Services

18.1 Support Services

The Registrar's office can be accessed for Student Support Services at <http://www.registrar.uwo.ca>
Student Support Services (***including the services provided by the USC listed here***) can be reached at: <http://westernusc.ca/services/>
Student Development Services can be reached at: <http://www.sdc.uwo.ca/>
Students who are in emotional/mental distress should refer to Mental Health@Western
http://www.health.uwo.ca/mental_health/ for a complete list of options about how to obtain help.

18.2 Academic Concerns.

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