

Strategic Human Resources Planning HURS6002

Course Outline (online)

Description:

This course is designed to show how human resources supply and demand, needs forecasting, performance management and career management topics will come together to effect a competitive advantage for the firm. Students will understand the implications for various human resource functions as a result of strategic options such as restructuring, mergers, outsourcing and international ventures. Other topics include management succession, development planning and individual career planning.

This online course is designed in the philosophy of active learning and uses individual reflection, group discussions, peer assessment, written exercises, case studies and a presentation to support the process of learning.

Course Goals:

- To increase students' understanding of the role of human resource management in enhancing performance in contemporary organizations.
- To better understand why the HR professional is an important business partner and how the HRP can contribute to the success of an organization.
- To increase participant knowledge of the models and methods used in HR forecasting
- To gain an understanding of how the "world around us" including the economy, competition, legislation and other environmental influences affect the importance of HRP.
- To gain better understanding and knowledge with respect to job analysis, succession planning, downsizing and restructuring and international HRM.

Learning Objectives:

At the completion of this course, students should be able to:

- Explain the types of strategic orientations that executives may choose
- Explain the environmental factors that influence strategic choice
- Develop an understanding of effective HR forecasting processes
- Develop an understanding of the processes used to predict the supply of employees
- Outline the processes used to predict the demand for employees
- Outline the options for dealing with labour shortages and surpluses
- Discuss effective techniques for succession management
- Describe the HR implications of strategic decisions to outsource, merge, restructure or establish international operations
- Explain the multiple methods for evaluating the effectiveness of HR practices

Evaluation:

1. Course Participation – 25% (20% Instructor – Student Self Evaluation 5%) - Refer to the Assignment folder for Rubric & Instructions)
2. Individual Assignment Journal Reflection– 25% - Refer to Assignment folder for Rubric & Instructions.
3. Mid-Term Online Exam – 25%
4. Final Online Exam – 25%

Notes on assignments (papers and reports):

- Must be academic in style and content
- Must have a clear focus
- Must present ideas in a logical and well thought-out flow
- Arguments, analysis and conclusions must be based on clearly identified research and sources
- Must cite all references from other sources
- Must be in paragraph format
- Must be double-spaced, and typewritten
- Must follow APA style

Final Grading:

A+	90-100	One could scarcely expect better from a student at this level
A	80-89	Superior work which is clearly above average
B	70-79	Good work, meeting all requirements, and eminently satisfactory
C	60-69	Competent work, meeting requirements
D	50-59	Fair work, minimally acceptable
F	below 50	Fail

****Please note: a minimum overall grade average of 70% is required, with no individual course grade lower than 65% to complete the Diploma in Human Resources. Students must obtain an average of 70% in all ten required courses with no individual course grade below 65% to progress to practicum.**

Policy on Cheating and Academic Misconduct:

Academic honesty is a cornerstone of conduct at Western University. We cannot have freedom of expression without integrity. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences; please refer to the section on "Scholastic Offences" in the current University Academic Calendar, or on the web at <http://www.westerncalendar.uwo.ca>. Such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course any academic work for which credit has previously been obtained or is being sought in another course in this University or elsewhere (without the knowledge and approval of the instructor to whom the work is submitted). Students enrolled in non-degree courses are expected to abide by the University's code of conduct.

Plagiarism:

All required papers will be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between Western University and Turnitin.com (<http://www.turnitin.com>).

Statement on Professionalism:

Students enrolled in this program are expected to maintain standards of professionalism consistent with those in the workplace. This includes absenteeism and lateness, appropriate attire, use of technology during class time, and your overall demeanour, especially when giving presentations, going on site visits, or hearing from guest speakers. Please consult your instructor if you require clarification on these standards and their interpretation for a specific course.

Western Continuing Studies

Code of Student Conduct:

The purpose of the Code of Student Conduct is to define the general standard of conduct expected of students registered at Western University, provide examples of behaviour that constitutes a breach of this standard of conduct, provide examples of sanctions that may be imposed, and set out the disciplinary procedures that the University will follow. For the complete Code of Student Conduct:

<http://www.uwo.ca/univsec/pdf/board/code.pdf>.

Policy on Late Assignments:

A late assignment will receive a 10% per day deduction, including weekends, up to a maximum of 4 days, after which assignments will not be accepted and a grade of zero will be assigned unless documentation for accommodation has been provided in advance to the Instructor.

Tests and Exams:

Tests and examinations in this course will be conducted using the remote proctoring service, ProctorTrack. By taking this course, you are consenting to the use of this software and acknowledge that you will be required to provide **personal information** (including some biometric data) and the session will be **recorded**. More information about this remote proctoring service is available in the Online Proctoring Guidelines at the following link:

<https://www.uwo.ca/univsec/pdf/onlineproctorguidelines.pdf>.

Completion of this course will require you to have a reliable internet connection and a device that meets the technical requirements for this service. Information about the technical requirements are available at the following link:

<https://www.proctortrack.com/tech-requirements/>.

Requesting Academic Accommodation:

We recognize that, from time-to-time, and for varied reasons, students may require accommodation for assignments, tests, or other academic responsibilities. The following information should be used as a guideline for you to balance fairness with personal accountability as you work to fulfill course and program requirements. If you have any questions about these details, please contact the Program Manager.

- If you have disability-related accommodation needs, [Services for Students with Disabilities \(SSD\)](#) plays a central role in Western's efforts to ensure that its academic programs are accessible for students with disabilities at the graduate and undergraduate levels. SSD arranges academic accommodation for classes, exams, internships and other course or program activities. To request academic accommodation for medical/disability-related needs, contact SSD to meet with a counsellor to discuss your accommodation needs as soon as possible. SSD can be reached at 519-661-2147 or ssd@uwo.ca. *Note that accommodation from previous studies does not transfer to Diploma/Certificate programs.*
- If you require accommodation for other human-rights based needs, please contact your instructor directly with your accommodation request.
- Approval of non-medical or non-human rights based accommodations is at the discretion of course instructors, who may consult with the Program Manager in some circumstances.
- If you require accommodation for a short-term medical issue, please follow the [Accommodation for Illness – Undergrads](#) policy available through the Academic Policies section of the [University Secretariat website](#). You may also contact the Program Manager directly for assistance with this policy.

This course outline is a sample only and is subject to change.

When will I receive my grades?

Assignments will be marked, and the grades available, as soon as possible after they are due. Final grades will be available within two weeks after the last scheduled day of the course and can be viewed through the Student Centre account <https://student.uwo.ca>.

Course Schedule:

Unit	Topic & Learning Objectives
1	Introduction to Strategic Management & HR Planning <ul style="list-style-type: none"> Review course outline and expectations Discuss individual assignments Learning Objectives for this Unit: <ul style="list-style-type: none"> Describe the implications of HR organizational strategies Discuss why HR managers need to understand strategy Define strategy planning and tactical planning Compare and contrast business vs. corporate strategy Describe the steps involved in strategic planning
2	Aligning HR with Strategy Environmental Influences on HRM Learning Objectives for this Unit: <ul style="list-style-type: none"> Understand the importance of strategic HRM & its benefits Discuss approaches for linking HRM and corporate strategies Describe the characteristics of an effective HR strategy Overview environmental scanning sources and methods Describe methods of forecasting Describe the environmental factors that influence HRM Discuss stakeholders in HR strategy
3	The HR Forecasting Process Learning Objectives: <ul style="list-style-type: none"> Describe the forecasting activity categories and the benefits of forecasting Discuss the environmental and organizational factors affecting HR forecasting Determining Net HR requirements
4	Determining HR Demand Ascertaining HR Supply Learning Objectives for this Unit: <ul style="list-style-type: none"> Describe relationship between demand and supply Linking HRM systems and HR forecasting to advantages of effective HR Discuss models and techniques to determine HR demands Discuss relationship between HR supply and retention programs
Mid-Term Exam	
5	Succession Management Learning Objectives for this Unit: <ul style="list-style-type: none"> Describe the importance of and steps involved in succession management Describe the developmental methods Discuss the limitations of the succession management

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Unit	Topic & Learning Objectives
6	Information Technology for HR planning Learning Objectives for this Unit: <ul style="list-style-type: none"> Describe the importance of IT solutions for HR planning Discuss the selection, implementation and evaluation of IT solutions for HRM Describe approaches to measure the impact of HRM Discuss challenges in measuring HR activities
7	Change Management Learning Objectives for this Unit: <ul style="list-style-type: none"> Describe the importance of organizational change Discuss the process of planned change Describe the principles of a learning organization
8	Downsizing and Restructuring Learning Objectives for this Unit: <ul style="list-style-type: none"> Define 'downsizing' and 'restructuring' Describe the downsizing phenomenon Describe in-placement and outplacement issues Understand the complexities and consequences of making decisions to downsize or restructure Describe effective downsizing strategies
9	Strategic International HRM Learning Objectives for this Unit: <ul style="list-style-type: none"> Understand key HRM challenges in an international context Discuss strategic international HRM HR practices and processes within an international context Describe pre-assignment and post assignment training Discuss issues and best practices for performance appraisals, compensation and labour relations
10	Mergers, Acquisitions Outsourcing Learning Objectives for this Unit: <ul style="list-style-type: none"> Define key terms Methods used by HR planners in merger situations HR and cultural issues in mergers Discuss the rationale for outsourcing Advantages, risks and limitations of outsourcing Discuss the management of outsourcing
11	HR Assessment and Analytics Learning Objectives for this Unit: <ul style="list-style-type: none"> Understand the importance of evaluating HRM Measuring the effectiveness of HR planning using the 5 C Model
Week 12 Final Exam	