



**COMMERCE 4BM3, C01
STRATEGIC HR PLANNING
COURSE OUTLINE – Winter 2021
REVISED JANUARY 7, 2021**



COURSE OBJECTIVES

In the competitive business environment of the 21st century, human resources have become key inimitable resources for change, innovation, and value generation. Unfortunately, few organizations successfully utilize HR as a strategic partner.

This course will introduce HR’s role in strategy development and implementation. Topics include aligning HR with environmental demands and business strategy, creating high performance work systems, HR forecasting, and dealing with special issues such as succession planning, diversity management, international HRM, and workforce analytics.

Note: Information in this course outline may be superseded by later versions and/or by course announcements on Avenue to Learn.

<p>Dr. Frances Tuer, Facilitator Office: DSB/419, my basement, and other locations around Hamilton. Email: tuerfl@mcmaster.ca Office Tel.: N/A for Winter 2021 Cell: 905-708-4472</p> <p>No set office hours: email anytime and/or request a one-on-one Zoom meeting.</p> <p>If you would like to know more about me see www.francestuer.com</p>	<p>As with all courses at McMaster in Winter 2021, this course will be offered only online. The <i>virtual class</i> (synchronous) component will take place at the following times: C01: Monday 2:30 – 4.30 p.m. C02: Tuesday 2:30 – 4:30 p.m.</p> <p>TA: Sophia Koutsikaloudis koutsisk@mcmaster.ca</p>
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COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	Yes	Global view:	Yes
Avenue:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Participation(group) :	Yes	Innovation:	Yes	Group work:	Yes/No	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	Yes	Guest speaker(s):	No

COURSE DESCRIPTION

Successful Human Resource Planning must consider the context in which the HR plan is to be formulated and implemented. This means having a solid understanding of the organization's chosen strategies and of the organization's role in the broader society. In part one of this course we will explore frameworks for understanding the context for organizational activity and human resource planning, including strategy diagnosis, stakeholder approaches to business, and the design of high-performance work systems.

Building on that foundation, we will then examine the core concepts, issues, and methods of human resource planning, system design, and implementation. Students will be exposed to a wide range of applications, examples, and descriptions of approaches to provide the greatest depth and breadth of learning experience. Finally, in part three of this course, we will focus on special issues in Strategic HR Planning including diversity management/international HRM, succession planning, and workforce analytics.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Discuss the role of Strategic Human Resource Planning in building competitive advantage
- Analyze the organization's strategy and discuss implications for the HR plan.
- Analyze staffing trends within the organization and staffing challenges and opportunities in the external labour force
- Forecast labour supply and labour demand
- Describe and select among various methods for dealing with labour surpluses and shortages
- Discuss research evidence and practitioner guidelines for specific situations, such as: downsizing and restructuring, succession planning, international HRM and outsourcing, and mergers and acquisitions.
- Use the balanced scorecard as tool for critical thinking in the HR Planning process.

REQUIRED COURSE MATERIALS AND READINGS

Required Textbook: The textbook is Strategic Human Resources Planning, 7th edition by Belcourt & Podolsky (Nelson Education Ltd). Here is the perma-link:

https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=211&wsDEPTG1=COMMERCE&wsCOURSEG1=4BM3&wsSECTIONG1=DAY%20C01&crit_cnt=1

The textbook is available from the Campus Store in two formats – new print (\$ 130 plus tax) and interactive e-text (\$ 101, no tax). Please see my video on Avenue News about the relative merits of print versus interactive e-text.

The Campus Store was unable to source used books at an acceptable price for Winter 2021. Used books may be available from other sources, but condition and delivery date may vary. Previous versions of the textbook are not recommended. **Pdf copies of textbooks are illegal, as they breach the Copyright Act, not to reproduce more than 20% of the content. Although there are no examinations in this course, copies of publisher test banks are a breach of the McMaster Academic Integrity policy.**

Required Materials and Technology: 4BM3 Top Hat Join Code will be posted on Avenue in early January.

Asynchronous Content on Top Hat:

- a) After reading each chapter, you will find a set of PP slides on **Top Hat** to which I have added some simple interactive questions. The slides are to help you gain a basic knowledge of concepts in each chapter, and count as part of your Student Engagement mark. Some students choose not to obtain a textbook;

however, PP slides alone will not be sufficient for the assignments. **All PP slides need to be completed by the end of the term to earn course credit.**

Virtual Clas (Synchronou)s Content on Top Hat:

On **Top Hat** you will then find PP “guiding” slides for each week’s synchronous *virtual class*, which is when will discuss and apply the chapter concepts – higher level questions and exercises will be embedded into these slides. Zoom breakout rooms of various sizes (sometimes 2, 4 or 6 people) will be used regularly and you will be randomly assigned to a breakout room each class, so you can “meet” lots of people! The virtual class is not a lecture – it is a “hands-on” workshop. Completti

CONTENT AND METHOD OF INSTRUCTION

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOL(S)
Foundational knowledge	Asynchronous	Self-study of textbook (print or e-text) and interactive PP slides	Top Hat
Practical Implications	Synchronous	“In the Workplace” discussion and Applied Exercises	Zoom and Top Hat

EVALUATION/ASSESSMENT

COMPONENT	WEIGHT	DESCRIPTION
Student Engagement	20%	Completion of embedded questions in both the interactive PP slides and virtual class slides as well as any other hands-on activities during virtual class.
Strategy Assignment	25%	Identification of HR implications of a company’s change in strategy.
Forecasting Assignment Critique	25%	Analysis of a flawed forecasting assignment, requiring identification of mathematical mistakes and weaknesses in critical thinking.
Pecha Kucha Assignment	30%	Research the impact of COVID-19 on the workforce of a specific industry and create a 6 minute 40 second narrated PK presentation. <i>There is no final examination in this course.</i>

Total: 100%

Grade Conversion:

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

<u>Letter Grade</u>	<u>Percentage</u>	<u>GPA</u>	<u>Letter Grade</u>	<u>Percentage</u>	<u>GPA</u>
A+	90 - 100	12	C+	67 - 69	6
A	85 - 89	11	C	63 - 66	5
A-	80 - 84	10	C-	60 - 62	4
B+	77 - 79	9	D+	57 - 59	3
B	73 - 76	8	D	53 - 56	2
B-	70 - 72	7	D-	50 - 52	1
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DESCRIPTION OF COURSE COMPONENTS

Chapter Quizzes

There are no quizzes, tests, or examinations in this course in Winter 2021 (yea!)

Student Engagement: (20%, 10% for asynchronous engagement and 10% for synchronous *virtual class engagement*).

Asynchronous Engagement: Each chapter has a set of PP slides on Top Hat, into which are embedded interactive questions; completion of the questions will be automatically recorded on Top Hat. Resist the temptation to simply click through and study later. Brains like to “mull over” things by having them in memory for a longer, rather than shorter, period of time. The virtual class discussions and the two assignments will make a whole lot more sense if you have actually acquired the basic knowledge. Plan to have this work completed before the virtual class so you get the most out of that class and are well-prepared for the assignments. **The final cutoff for asynchronous work is 1 p.m. Wednesday April 7, 2021. You must complete all asynchronous work in order to earn course credit.**

Synchronous Engagement: Each week in the virtual class I will extend the chapter content by providing a mini lecture discussing the practical implications of the chapter content and guiding you through selected “hands-on” activities and discussions. We will be putting ourselves into the shoes of HR professionals and other stakeholders (e.g. C-suite, managers, employees, contractors) who are engaging with the HR system on a daily basis. Discussions will centre around issues like feasibility, cost/benefit, ethics, competitive advantage, technology, and so on. The embedded questions, activities/exercises in the virtual class slides will form the basis for your Synchronous engagement mark. In contrast to the asynchronous work, there is no make-up or MSAF opportunities for synchronous engagement; if you have a valid conflict please get in touch to discuss attending the other section that week. Keep in mind that if you miss one virtual class in the term, it will not have a material effect on your final course grade. However, if you run into a situation where you are missing multiple classes you will need to contact your instructor or the Academic Office to discuss.

Strategy Assignment (1@ 25%)

Your first assignment will take place during our virtual class in Week 4 (Feb 1 for C01 and Feb 2 for C02). You will be provided with a recent news story and will use course content from the first three weeks to identify the strategies of that organization, the HR capabilities required, and the HR Practice implications of the change in current and new strategy, the new HR capabilities, and key implications for various HR practices, in order to

implement the new strategy. The assignment will be posted on Avenue to Learn, you will be allowed 90 minutes to complete it and submit your response to the Avenue dropbox. This is an open-book assignment, which means you can use your textbook, any notes that you made during virtual classes, and you can access the slides on Top Hat. Any other aids are not permitted and there is to be no contact with other students or any other party during this assignment. Keep in mind that you have to know the material in the book and notes – if you don't then open-book really isn't going to help you!

At this point there is no plan to use Respondus Monitor for this assignment, however, the data from this assignment will inform future decisions about testing and assessment protocols for the Forecasting assignment. Just do your own work so I don't have to take further steps.

This assignment is not eligible for the automatic MSAF, because it is worth 25% of your final course grade. See "Request for Relief of Missed Academic Term Work" later in this document if you have a conflict or have missed the assignment. Discussion of specific accommodation does not take place until your Request has been approved by the Academic Office.

If you have SAS accommodation for academic work, please submit your application for Winter 2021 and get in touch to discuss your specific needs in the first week or two of the new term. This way nothing "drops through the cracks". Even if your accommodations are for tests and exams, which we don't have in 4BM3 this term, I would still like you to touch base to go over the assessments for this course to ensure there are no unseen barriers.

No other work will take place on days where we are having assignments; use the remaining time wisely on those days to get ahead in this and my other course(s).

Forecasting Assignment: (1 % 25%)

Your next assignment will take place during the Week 8 class (March 8 for C01 and March 9 for C02). You will have 90 minutes to review and comment on the forecasting analysis done by a hypothetical student for an HR forecasting assignment. All questions will require written, very specific short answers; you will not need to make or submit extensive calculations. By going the critique route, we will hopefully avoid issues for those less comfortable with Excel and will eliminate any unauthorized file sharing.

Assignment information will be provided on Avenue to Learn and you will submit your answers to a specified Avenue Dropbox. Once again this is an open-book assignment with the same conditions as the strategy assignment.

See previous notes about Respondus Monitor, MSAF, and SAS accommodation for assignments.

Pecha Kucha Assignment: (1 @ 30 %)

Early in the term you will be provided with full instructions on the Pecha Kucha assignment on. The purpose of this assignment is to apply course content to the impact of COVID-19 on the workforce of a specific industry (e.g. hospitality, health care, and so on). To avoid duplication, you will be required to "register" your industry choice with your TA, Sophia Koutsikaloudis (koutsik@mcmaster.ca) no later than **1 p.m. on Friday, March 19, 2021**. First come, first served – if someone has already taken your industry you will have to choose something else or come up with a different angle than another person/partnership has chosen. See below for partnering rules.

You can complete the assignment alone or with one partner. You can develop parts of the work separately, but the final product must have undergone collaborative review and editing. Both parties will receive the same grade for the assignment. If your partnership dissolves part way through then you must start over with a new topic, as you cannot submit work completed by a former partner. I will set up a place on Avenue or Top Hat for people seeking partners, if you don't immediately see prior acquaintances on the class list on Avenue or see them in the participant list on Zoom.

The assignment must be submitted to **Avenue to Learn at latest by 1 p.m. on Friday, April 21, 2021.** but it can certainly be submitted well in advance.

See previous note on MSAF and SAS accommodation.

IMPORTANT NOTICES

COMMUNICATION AND FEEDBACK

Students who wish to correspond with instructors or TAs directly via email **must** send messages that originate **from their official McMaster University email account.** This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants.

All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

☐ *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*

☐ *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work" and the link below;

<http://ug.degroote.mcmaster.ca/forms-and-resources/missed-course-work-policy/>

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in quizzes, tests, and examinations.

Your instructor reserves the right to examine all patterns of electronic communication related to assignments.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster’s use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

Some courses may use on-line elements (e.g. e-mail, Avenue to Learn (A2L), LearnLink, web pages, capa, Moodle, ThinkingCap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, user names for McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of **personal study**. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

In 4BM3 this term any interactive slides on Top Hat and any Zoom recordings are protected works and are **not** to be posted to online forums. If found on such forums, I will be asking for them to be taken down immediately and also for the name of the person(s) who provided them to the site.

EXTREME CIRCUMSTANCES

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

Occasionally I have personal circumstances that require changes; however, I will communicate such changes as quickly as possible and ensure any missed material is made available.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce **4BM3** will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly. This also requires you to monitor Avenue News and your emails at least weekly, if not daily, to ensure you are up to date.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

CLASS SCHEDULE		
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Class C01/C02	Content Schedule	Assessment Schedule
1: Jan 11/12	Course introduction on Zoom including a look at Top Hat (if you haven't got there already). Watch Avenue News for Zoom meeting info for each section.	
2: Jan 18/19	Ch. 1 Strategic Management Ch. 2 Aligning HR with Strategy	<i>Last Day to Drop/Add is Wed Jan 19, 2021</i>
3: Jan 25/26	Ch 3: Environmental Influences on HRM COVID 19 and Strategic HRP	<i>Instructions provided for Pecha Kucha Assignment</i>
4: Feb 1/2	In-class Strategic HRM Assignment	
5: Feb 8/9	Ch 4. The HR Forecasting Process Ch. 5 Anticipating Labour Demand	
Feb 15 -21	NO CLASS – MIDTERM RECESS	
6: Feb 22/23	Ch. 6 Ascertaining HR Supply (Internal and External)	<i>Preliminary Assessment of Student Engagement</i>
7: Mar 1/2	Integrative Forecasting Exercise including Labour Shortage and Surplus Solutions	
8: Mar 8/9	In-class Forecasting Assignment Critique	
9: Mar 15/16	Ch 7. Succession Planning Ch 8: IT for HR Planning	<i>Registration cutoff for Pecha Kucha Industry is 1 p.m. Friday, March 19, 2021. Last day to withdraw without default is Friday March 19th, 2021.</i>
10: Mar 22/23	Ch. 10 Downsizing and Restructuring Ch. 9 Change Management	
11: Mar 29/30	Ch. 11 Strategic International HRM Ch. 12 Mergers & Acquisitions	
12: Apr 5/6	Ch. 13 Outsourcing Ch 14 HR Assessment and Analytics	Course evaluation www.evals.mcmaster.ca
13: Apr 12/13	Course Wrap Up/Makeup Day – if needed	<i>Final Assessment of Student Engagement</i>
Deadline to Pecha Kucha Assignment is 1 pm. Sunday, April 25, 2021		