

**Commerce 4BM3
Strategic HR Planning
Winter 2023 Course Outline Version 2**

**Human Resource and Management Area
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

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, forecasting labour demand and supply, developing innovative solutions to deal with labour surplus/shortage, and dealing with special issues such as succession planning, diversity management, international HRM, and workforce analytics.

INSTRUCTOR AND CONTACT INFORMATION

Instructor
Dr. Frances Tuer
tuerfl@mcmaster.ca

**This course is being offered
in asynchronous online
mode for Winter 2023.**

Instructor Assistance
- Flip Q & A
- Email to set up Zoom
chat

**This means that there are no
scheduled in-person or
virtual class meetings**

TA Team
C01: Shellina Yeung
yeungsm2@mcmaster.ca

C02: Javid Nafari
nafarij@mcmaster.ca

Course website: Avenue to Learn

COURSE ELEMENTS

Credit Value:	3	Leadership:	Yes	IT skills:	No	Global view:	Yes
A2L:	Yes	Ethics:	No	Numeracy:	Yes	Written skills:	Yes
Participation:	No	Innovation:	Yes	Group work:	No	Oral skills:	No
Evidence-based:	Yes	Experiential:	No	Final Exam:	No	Guest speaker(s):	Yes

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, with a technical focus on forecasting labour supply and labour demand, and creating implementation plans that will mitigate labour surpluses and shortages. 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 successful 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.

COURSE MATERIALS AND READINGS

Required Textbook: The textbook is Strategic Human Resources Planning, 7th edition by Belcourt & Podolsky (Nelson Education Ltd). The textbook is available from the Campus Store in two formats: –print (\$ 130 plus tax) and interactive e-text. Used print copies may be available from the Campus Store or through other channels as this book was used in 2022. Prior versions may not align with required activities and content; use at your own peril

Pdf copies of textbooks obtained from other students are illegal, as they breach the Copyright Act. Here is the Winter 2023 perma-link:

https://campusstore.mcmaster.ca/cgi-mcm/ws/txsub.pl?wsTERMG1=231&wsTERMDESC1=Winter+2023&wsDEPTG1=COMMERCE&wsDEPTDESC1=COMMERCE+-+Commerce&wsCOURSEG1=4BM3&wsSECTIONG1=DAY+C01&programG1=McMaster+Undergrad+and+Graduate&crit_cnt=1

Top Hat: You will need Top Hat for access to the interactive e-textbook (purchase required) and for access to class slides to help with your self-study of the textbook. Here are the relevant links:

Interactive E-text (optional, purchase required): <https://app.tophat.com/e/935425>

Classroom Code: <https://app.tophat.com/e/743848> (content will be added before January 9, 2023)

Flip (formerly known as Flipgrid): You will need to join this Flip course to access instructor videos and be able to access the Q & A boards– general and content specific. Flip is much more friendly than Avenue Forums. Here is the join code: <https://flip.com/0e534751>. You can join Flip using your Microsoft account (McMaster) or a Google account (gmail).

COURSE OVERVIEW AND ASSESSMENT

In Winter 2023 you will spend **at least three hours a week** on self-study of the textbook (guided by the PP slides on Top Hat) and watching and taking notes on instructor “hands-on” and discussion videos on Flip. The combination of these two sources of information should prepare you for the quizzes and the assignments.

COMPONENT	WEIGHT	DESCRIPTION
Strategy Assignment	25%	Identification of HR implications of a company’s change in strategy and recommendations for HR practice changes Based on textbook and instructor videos
Forecasting Assignment	25%	Development and analysis of an HR forecast for an organization given a specific change in strategy. Based on textbook Ch1 – 3 and instructor videos
Avenue Quizzes (2@ 12.5%)	25%	Randomized multiple choice, timing and # of questions to be determined. Solely based on textbook. Quiz 1 – Chapters 1 – 3 Quiz 2 – Chapters 4 - 6
Integrative Digital Presentation	25%	Read four chapters from Ch7 – Ch 14 and discuss with reference to one of the instructor’s “Hot Topics” videos.

	Total: 100%	<i>There is no final examination in this course.</i>
--	-------------	---

There are no marks for participation/contribution. I assume that you understand the relationship between engagement, course satisfaction, and academic performance. If not, please read the meta-analysis posted on Avenue to Learn.

COURSE DELIVERABLES

This section contains more information on each of the above assessments.

Avenue Quizzes (2 @ 12.5% for a total of 25%)

To assess the breadth of foundational knowledge from Chapters 1 – 6 **you will complete two timed multiple-choice quizzes on Avenue to Learn, one in Week 3 and one in Week 7. These quizzes will present each student with a randomized selection of multiple-choice questions based on the textbook. Each quiz will be open from Monday at 8:00 a.m. until Friday at 8:00 a.m. in the relevant week; once you start the quiz you will have a fixed time to complete it.** More details will be provided in the first week of the course.

Strategy Assignment (1 @ 25%)

This assignment is due/will take place during Week 4. While the basics of the assignment will be as in past years – strategy identification, strategy formulation, and strategy implementation the exact format of the assignment will be confirmed in the second week of the course.

Forecasting Assignment (1 @ 25%)

This assignment is due/will take place during Week 8. While the basics of the assignment will be as in past years – forecasting labour demand, forecasting labour supply, and mitigating labour surplus/shortage and labour costs, the exact format of the assignment will be confirmed after the Strategy assignment has been submitted.

Integrative Presentation: (1 @ 25%)

You (or you and one partner) will choose four chapters from Chapters 7 – 14, inclusive and then choose one of the four Hot Topic instructor videos. You will then integrate the learning from those five sources by creating a PechaKucha™ narrated online presentation that you will post on Avenue to Learn at the **end of Week 12** (see class schedule). Full instructions will be provided, and you will have access to past PK presentations of various types. There is no “one size fits all” except for format (20 slides @ 20 seconds each). It is expected that you will work steadily on your presentation throughout the term and not leave it to the last minute. You will be asked to share your chapter selections by the end of Week 9.

MSAF is not for time management, however, if you encounter serious and unavoidable obstacles and cannot meet the deadline then the assignment will be accepted up to three days late – without penalty if you/your partner uses MSAF Type B or with a 10% penalty per day if you are not eligible for MSAF.

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/>

Starting in Fall 2022: Please note that MSAF requests have now been classified as Type A (less than 25% of course grade, less than 3 day absence) and Type B (25% or more of course grade and more than 3 days absence).

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 tests and examinations
- collaborating with others during an online quiz or assignment that is supposed to be done alone

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. email, Avenue to Learn (A2L), web pages, TopHat, MS Teams, 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 the 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

Over the past three years I have managed to control academic integrity without the use of online proctoring software may be used. However, this is subject to change, depending on risk assessment and patterns of student behaviour. 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.

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.

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 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.**

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.

To ensure you are up to date, continuously monitor Avenue to Learn for new announcements that clarify, extend, and/or supersede the original course outline.

COURSE SCHEDULE

Week Starting	Self-managed Learning	Strategic HR Plan (Instructor) Videos	Learning Evaluation
Monday Jan 9	Read Course Outline	Course Intro Video	Course Outline Quiz (self-check, no marks)
Monday Jan 16 <i>Last day to enrol Tuesday Jan 17</i>	Read Chapter 1 and 2	Diagnosing Business Strategies Strategy Formulation	
Monday Jan 23	Read Chapter 3	Strategy Implementation	Avenue Quiz Ch 1 - 3
Monday Jan 30	Read Chapter 4	Data for Forecasting	Strategy Assignment due/taking place
Monday Feb 6	Read Chapter 5	Calculating HR Demand	
Monday Feb 13	Read Chapter 6	Calculating Positions to Be Filled and Moves Required	
Monday, Feb 20	Midterm Break – use time to rest or get ahead		
Monday Feb 27	Re-read Ch 4 - 6	Demand and Supply	Avenue Quiz Ch 4 - 6
Monday Mar 6	Read Ch 7 OR 8	Hot Topic # 1	Forecasting Assignment Due/Taking Place
Monday Mar 13 <i>Last day to withdraw Friday Mar 17</i>	Read Ch 9 OR 10	Hot Topic # 2	Chapter Selection Due
Monday Mar 20	Read Ch 11 OR 12	Hot Topic # 3	
Monday Mar 27	Read Ch 13 OR 14	Hot Topic # 4	
Monday Apr 3			Integrative Presentation Due
Monday Apr 10 <i>Last day of classes Wednesday April 12</i>			