Commerce 4BM3
Strategic HR Planning
Winter 2024 Course Outline

Human Resources and Management Area
DeGroote School of Business
McMaster University

COURSE OBJECTIVE

This course is designed to provide students with an understanding of talent management, strategic human resources management, and the human resource planning process. Students will learn about the importance of aligning human resources with an organization's strategy and the implications of business strategy for HR strategy, HR planning, and talent management. Students will also learn about the HR forecasting process, methods and techniques for forecasting HR demand and supply, and the evaluation of HR programs and outcomes. Specific topics include: talent management; business strategy; strategic HRM; environmental influences; forecasting HR demand and supply; and HR assessment and evaluation. Through group projects students will also learn about succession management, change management, downsizing and restructuring, international HRM, mergers and acquisitions, and outsourcing.

INSTRUCTOR AND CONTACT INFORMATION

Section 2: Thursday 08:30 AM – 10:20 AM
Javid Nafari
Instructor
nafarij@mcmaster.ca

Student TA
Information to follow

COURSE ELEMENTS

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

COURSE DESCRIPTION

Strategic HR Planning, students delve into the dynamic and critical field of Human Resource Planning, focusing on the strategic aspects that drive organizational success. Through a combination of advanced theory and practical applications, students learn to craft and execute HR strategies that align seamlessly with an organization's overarching goals, adapt to global and technological shifts, and foster a culture of innovation and inclusivity. By mastering data-driven decision-making, ethical compliance, and change management, students will emerge equipped to address the complex challenges of modern HR, propelling both their careers and organizations to new heights in today's competitive business landscape.

IMPORTANT LINKS

- Mosaic
- Avenue to Learn
- Student Accessibility Services - Accommodations
- McMaster University Library

COURSE 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 a tool for critical thinking in the HR Planning process.

REQUIRED MATERIALS AND TEXTS

Required Textbook: The textbook is Strategic Human Resources Planning, 8th edition by Belcourt & Podolsky (Nelson Education Ltd).

We will be using Top Hat to access the digital textbook: if you already have a Top Hat account, you can go to (https://app.tophat.com/e/884688) to be taken directly to our course digital textbook.

If you are new to Top Hat:
Go to https://app.tophat.com/register/student

Search for our course textbook with the following join code: 884688

For more information about the interactive features in the textbook, click here:
https://success.tophat.com/s/article/Student-Using-Your-Textbook

Should you require assistance with Top Hat at any time please contact their Support Team directly by way of email (support@tophat.com), the in-app support button, or by calling 1-888-663-5491. Specific user information may be required by their technical support team when troubleshooting issues.

CLASS FORMAT

Our in-person class offers a dynamic and immersive learning experience that goes beyond traditional lectures. Our classes typically consist of interactive discussions, group activities, case studies, and hands-on exercises. This format encourages active participation, fosters meaningful peer-to-peer interactions, and allows for immediate feedback and clarification. This format is designed to create a vibrant and collaborative atmosphere where students can deepen their understanding of the subject matter and develop essential interpersonal skills crucial for success in both academic and professional settings.

COURSE EVALUATION

In Winter 2024 you will spend at least three hours a week on self-study of the textbook on Top Hat and attending and taking notes during the lecture. The combination of these two sources of information should prepare you for the quizzes and the assignments.

Grade Component	Weight	Description
Class participation and Engagement	10%	In the form of active and informed participation in class discussions and exercises, including reading all assigned material before class
Discussion Board	10%	Active participation in the discussion board by posting an original post (responding to the reading) and replaying to colleagues' post (at least 1)

Midterm/Quizzes	20%	Midterm: MCQs and Short Answers; 60 min. timed, 24-hour window
Strategy Assignment	10%	Identification of HR implications of a company's change in strategy and recommendations for HR practice changes.
Group Project Report and Digital Presentation	25%	Group Project Report – 20% Group Digital Presentation – 5%
Final Assessment	25%	Midterm: MCQs and Short Answers; 120 min. timed, 24-hour window

COURSE DELIVERABLES

Class Participation and Engagement – 10%

Class participation is worth **10%** of your final grade. Students are expected to attend class, to have read the assigned material before class, discuss the material and participate in discussions/ exercises in an active and informed manner. High levels of participation include consistent and active contributions in class discussions and activities. Each student must take an active role in creating a collaborative learning environment. Students are expected to demonstrate leadership skills with thoughtful contributions that support their own learning process, along with those of their peers.

Discussion Board – 10%

Weekly "discussion posts" are designed to help you delve more deeply into the topic of the week. In many sessions, students will be assigned one brief article or video referring to a key issue and/or case on HR Planning. On each day an "article for discussion" has been assigned, the teaching assistant and/or professor will post at least one question relating to that reading. For periods of one week (see the course calendar below for the opening and closing times of each discussion), students will post comments on the discussion board. The teaching assistant (or professor) may make further posts to facilitate further discussion. In addition, students are expected to engage by replying to their colleagues (at least one response is must).

Both the quantity and the quality of these posts will be evaluated. On the whole, students who post many comments that are thoughtful, demonstrate knowledge of the assigned reading material (including both the discussion article(s) and the textbook), and which make significant efforts to engage with others on the board (e.g. by commenting on peers' posts) will receive the highest grade on this component.

Midterm/Quizzes – 20%

The midterm exam covers all material from Weeks 1- 5, including all readings, lectures, videos, and any other course content. The exam will be 60 minutes and will comprise a combination of multiple-choice and short answers.

Strategy Assignment – 10%

In this individual assignment, students will embark on a journey of strategic exploration within an organization of their choice. This assignment bridges theory to practice, providing a unique opportunity to apply the knowledge gained in class to a real-world context. This assignment not only hones critical thinking skills but also reinforces classroom learning by encouraging students to connect theoretical concepts with the practical intricacies of strategic management. This assignment is due during week 5 and more information will be shared during the class.

Group Project Report and Digital Presentation – 25%

The final presentation will also be in a group format. The group project presentation is to be completed in groups of 5 – 6 students. Please note, those who are currently in groups of two, please speak to your peers to join their group or please speak to me, I will assign group/s. Groups will be required to write a report and give a class presentation on one of the following topics:

- Succession Management
- Change management
- Downsizing and restructuring Strategic international HRM
- Mergers and acquisitions Outsourcing
- Information Technology for HR Planning

More information will be shared during week 2.

For Group Work

When working as a team, students are reminded of the following expectations with respect to their behaviour and contributions to the project. Each team member is expected to:

- Treat other members with courtesy and respect.
- Establish a positive and productive team dynamic.
- Contribute substantially and proportionally to the final project.
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work.
- Meet the project timeline as established by the team.

Learning to work together in teams is an important aspect of your education and preparation for your future careers. Project work is often new to students; conflicts can - and do - occur. Teams are collectively expected to resolve disputes or misunderstandings as soon as they arise. In cases where teams are unable to reach a mutually agreeable solution, the entire team must meet with the Professor as soon as possible. The Professor will listen to the team and help the team develop options for improving the team process. All members of the project team must commit to and utilize their action plans. If you notice problems in your group (e.g., not all group members are contributing equally), please tell me immediately. There will be zero tolerance for free-riding. If you only tell me about a problem at the end of the term, there is nothing I can do to solve the problem. If you tell me about a problem early on, we'll work together to solve it.

Final Assessment – 25%

The final assessment covers all material from Weeks 7 – 12, including all readings, lectures, videos, and any other course content. The exam will be 120 minutes and will comprise a combination of multiple-choice, short answers and essays.

LATE ASSIGNMENTS

No late assignments will be accepted.

If you anticipate missing an assignment deadline due to uncontrollable circumstances, you should contact the course instructor as early as possible, but within at least 24 hours to explain the situation.

The reallocation of grades, if any, for assignment deadlines missed for legitimate reasons will be made at the discretion of the instructor.

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/

COURSE MODIFICATION

From time to time there may be a need to remove/add topics or to change the schedule or the delivery format. If these are necessary, you will be given as much advance notice as possible.

GENERATIVE AI

SOME USE PERMITTED

Students may use generative AI for [editing/translating/outlining/brainstorming/revising/etc] their work throughout the course so long as the use of generative AI is referenced and cited following citation instructions given in the syllabus. Use of generative AI outside the stated use of [editing/translating/outlining/brainstorming/revising/etc] without citation will constitute academic dishonesty. It is the student's responsibility to be clear on the limitations for use and to be clear on the expectations for citation and reference and to do so appropriately.

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.**
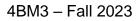
Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of 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.

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.

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. Avenue to Learn, 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, 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 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

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.

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, Avenue to Learn and/or McMaster email.

ACKNOWLEDGEMENT OF COURSE POLICIES

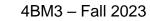Your enrolment in Commerce 4BM3 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

A 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.

COURSE SCHEDULE

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Strategic HR Planning
Winter 2024 Course Schedule

Week	Date	
Week 1	January 11, 2024	Introduction Chapter 1 – Strategic Management **Discussion Board #1** **Introduction video**
Week 2	January 18, 2024	Chapter 2 – Aligning HR with Strategy **Discussion Board #2**
Week 3	January 25, 2024	Chapters 3 & 4 – Environmental Influences on HRM & The HR Forecasting Process **Discussion Board #3**
Week 4	February 01, 2024	Chapters 5 & 6 – Determining HR Demand and Ascertaining HR Supply **Discussion Board #4**
Week 5	February 08, 2024	Chapter 7 - Succession Management **Discussion Board #5** **Strategy Assignment Due**
Week 6	February 15, 2024	**Midterm**
Reading week	February 19 – 25, 2024	Reading week – no class

Week 7	February 29, 2024	Chapter 8 - Information Technology for HR Planning **Discussion Board #6** **Group contract due**
Week 8	March 7, 2024	Chapter 9 – Change Management **Discussion Board #7** **Group topic and company due**
Week 9	March 14, 2024	Chapters 10 & 12 – Downsizing and Restructuring & Mergers and Acquisitions **Discussion Board #8**
Week 10	March 21, 2024	Chapter 11 – Strategic International HRM **Discussion Board #9**
Week 11	March 28, 2024	Chapters 13 & 14 – Outsourcing & HR Assessment and Analytics **Discussion Board #10**
Week 12	April 04, 2024	Chapter 14 – HR Assessment and Analytics **Discussion Board #11**
Week 13	April 11, 2024	**Presentation and Report due**
Week 14	April 18, 2024	**Final assessment**