

The University of Western Ontario
Management and Organizational Studies

MOS 3383B 001
Strategic Human Resources Planning
Classroom: SSC 3006 (Fridays, 12:30 – 3:30 p.m.)

Course Outline
January – April 2009

Professor: Jody Merritt, (DBA), MBA, CHRP
Office: SSC Room 2250
Email: jmerrit9@uwo.ca

Office Hours: By appointment
Phone: 661-2111 Ext. 82750
Course Website: <http://owl.uwo.ca>

COURSE DESCRIPTION AND OBJECTIVES:

An introduction to human resources planning processes in organizations. Topics include: supply and demand forecasting, succession management, job analyzes, downsizing and restructuring, mergers and acquisitions. This course is designed to provide students with an appreciation for the need for sound planning in human resources. The course will begin with an understanding of jobs using job analyzes and then progress through planning for vacancies and assessing how the vacancies will be filled in the future.

Prerequisite: Enrollment in third or fourth year of the BACS/BMOS program.

Note: 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.”

TEXTBOOK:

Belcourt, M. & McBey, K. (2007); “Strategic Human Resources Planning, Canadian 3rd Edition; Scarborough: Nelson Thomson Learning, ISBN: 0-17-625245-2.

Supplementary readings will be assigned from time to time.

EVALUATION:

Midterm Exam	30%	(Week 7 - Room and Date TBA)
Final Exam	30%	(April Exam Period – Room and Date TBA)
Team Essay	25%	(See Team Essay Section)
Class Participation	<u>15%</u>	(See Class Participation Section)
Total	100%	

Format of Midterm/Final: The midterm and final will be made up of multiple choice questions. The midterm will be scheduled for two hours and the final for three hours. Both the midterm and final cover the chapters indicated only including lectures and any supplementary assigned readings and are closed book. Students are responsible for material covered in the lectures as well as the assigned chapters in the text.

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.

Students must bring identification to the midterm and final. Nothing is to be on/at one's desk during an exam except writing instruments.

Late Penalties: Late submissions will not be accepted.

Team Essay:

This project is a team essay and as such requires teamwork. Keep in mind it will count for 25% of your total grade. With each team member getting the same essay mark, it is important to choose team members that will work and communicate efficiently and effectively with each other! Teams cannot have less than 3 members or more than 5. The essay is intended to be a research document focusing on a particular topic.

Topics are:

1. Case: Aldo Shoes Limited, pg 26
2. Case: A New Vision of HR, pg 51
3. Case: Work-Life Family Balance, pg 85
4. Case: Madness at Moosehead U, pg 115
5. Case: Building Talent at Cisco Systems, pg 139

6. Case: Sun Microsystems, pg 164
7. Case: Recruiting with Bells and Whistles, pg 186
8. Case: Ontario's Faculty Shortage Crisis, pg 218
9. Case: Acceleration Pools at PepsiCo, pg 252
10. Case: A Downsizing Decision at the Department of Public Works, pg 288
11. Case: An International Career Move, pg 317
12. Case: The City of Toronto – Courage in the Face of Chaos, pg 344
13. Case: Calgary Health Region, pg 365
14. Case: Measuring HR Impact at Wells Fargo, pg 398

Evaluation of Team Essay:

Your grade will be based on the meeting the following components:

1. A final team must be created and communicated through course website assignment drop-box to Professor by **January 16/09 at midnight.**
2. A final topic must be decided and communicated through course website assignment drop-box to Professor by **January 23/09 at midnight.** Included in this communication must be the following information:
 - a. Name of each team member
 - b. Email of the team leader
 - c. Name of the topic chosen and why in a few lines
 - d. How the team was constituted? In other words have you worked together before? Please include a code of conduct including what happens if people don't pull their weight (i.e. Group rules on this).
 - e. List of the main strengths and weaknesses of each team member
 - f. A name for your team that symbolizes your "organizational culture"
3. **20-25 page** team essay (excluding appendices, cover page and table of contents) following the requirements below. The essay will be used by the Professor to evaluate your ability to understand the topic and make recommendations. Papers are to be double spaced, typewritten, and referenced. **Papers are due March 27/09 at midnight through the assignment drop-box in the course website.**

Ensure you make very clear where ideas, concepts and principles come from through appropriate footnoting and referencing. Essays will be evaluated on the

content of the paper (**the instructor reserves the right to check for plagiarism**), the professional appearance of the paper, and its adherence to the guidelines presented below:

- Cover Page with Student Names and Email Addresses
- Name of the Course, Name of Professor
- Date of Submission, Due Date of Team Essay
- Table of Contents with appropriate page references
- Bibliography with necessary references
- Appropriate footnoting and page numbers throughout paper
- One inch margins, Twelve point Arial font
- Peer Form Emailed to Professor by all members individually through email evaluating and giving a description of the tasks performed by all group members.

Format of the Essay:

Introduction: 1 page maximum summarizing the objectives of your essay.

Topic Statement: In this section you are expected to describe in detail the context of the essay. You will also highlight the questions that, in your opinion, are important for the field of HRP and that need answers. In this section you will show a clear understanding of the topic you chose.

Methodology: Here you will describe the methods you chose to use in order to reach your objective which is to find pertinent answers to the questions you developed in the topic statement. In the case of an empirical essay (in which, for example, you would need to give a questionnaire to individuals or companies) you will be required to describe the sample's characteristics (average age, gender representation, number of employees, questionnaire used, and all other important characteristics). In other words, you will be required to show that you know what you are doing.

Results: This section will contain all the pertinent statistical information and any other relevant findings.

Discussion: The most important section of your essay. You will analyze the results of your study. You will show a clear understanding of the nature and significance of your findings. Your analytical skills will be of central importance to this section of your essay.

Recommendations: Based upon the critical analysis of your findings you will be required to provide recommendations that, in your opinion, will help improve the field of HRM.

Conclusion: One page maximum in which, in point form where possible, you will summarize your findings.

Abstract: One page in which you summarize your essay. It will include the objectives and the findings.

Bibliography: A list of the readings, books, articles, internet documents used for the essay.

4. Evaluation Guidelines Group Paper (100 marks)
 - a. Organization (5)
 - b. Grammar and Spelling (5)
 - c. Introduction and Topic Statement (10)
 - d. Methodology and Results Discussed (10)
 - e. Discussion and Recommendations (30)
 - f. Conclusion and Abstract (10)
 - g. Use of Outside Research and Relevant Theory (20)
 - h. Bibliography (10)

Performance Appraisal:

Grading for the team assignments will be assisted by each team members' performance appraisal of themselves and the others on their team. This will be utilized to determine each person's grades regarding semester group projects. **Note: It is likely that an individual in a group who did not do their share of the work would receive less than the grade given for the project. In extreme cases (where the team member did very little) the person could receive an F, even though the project grade was an A.**

Class Participation:

Class participation is compulsory. The participation mark acknowledges the importance of the seminars in the learning and teaching process and is worth 15% of your overall grade. Participation in **80% in the seminars (or 10 weeks worth) is required**. Make at least **two, 800 word contributions from separate chapters** to the Discussion Board forums on the course website under the discussion tabs during the course of the semester. The nature of the contribution is left to the individual student. As a guide, the contribution could be based on thoughts that arise after completing the week's readings from the textbook. The intention with this task is to generate discussion about topics in modules that are of interest to individual students and to make material in the text come alive. Students who make comments, observations or remarks, about other students' contributions (in an appropriately supportive way) will further enhance their marks in this task.

At the end of **Week 12 (April 3/09 by midnight)** of the semester students must **bundle what they consider to be their two best contributions together and send them off to the Professor via the assignment drop box together in one document in Microsoft Word**. Students are strongly advised to make contributions from the very

first week rather than leaving it to the last few weeks to make their minimum contribution. The **limit of 800 words (plus or minus 10%)** is to be strictly observed for the choice of the two best contributions for assessment. Other contributions that are not going to be submitted for assessment may be less than this limit. The Professor will view contributions on a weekly basis, provide selective feedback on these weekly contributions and then assess and comment upon the two best you have submitted for further consideration and grading.

Evaluation Guidelines for Participation:

- 9-10 In every module, student makes valuable observations, demonstrates a thorough understanding of the readings, discovers additional readings, and addresses related topics.
- 7-8 Student contributes regularly to the tutorial discussion and demonstrates a reasonable understanding of the readings.
- 5-6 Student makes some attempts to participate, has prepared at a superficial level, but can respond and answer appropriately when asked.
- 3-4 Irregular participation by student, his/her questions and answers reflect inadequate and/or superficial preparation.
- 0-2 Little or no participation by student, and when called upon demonstrates little or no comprehension of the topic or readings.

Format for Best Two Submissions:

Bundle your two best contributions to the weekly discussion forums in Microsoft Word in one document including:

- Cover Page with Student Name and Email Address
- Name of the Course, Name of the Professor
- Date of Submission, Due Date of Assignment
- Table of Contents with appropriate page references
- Bibliography with necessary references
- Appropriate footnoting and page numbers throughout the paper
- One inch margins, Twelve point Arial font

POLICY ON CHEATING AND ACADEMIC MISCONDUCT:

Academic honesty is a cornerstone of conduct at university. We cannot have freedom of expression without integrity. While I trust that all of you embrace this principle, instances of cheating or plagiarism arise from time to time. Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences.

I urge you to read the section on Scholastic Offences in the UWO Academic Calendar. Note that 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).

In writing scholarly papers, you must keep firmly in mind the need to avoid plagiarism. Plagiarism is the unacknowledged borrowing of another writer's words or ideas. The following rules pertain to the acknowledgments necessary in academic papers: in using another writer's words, you must place the words in quotation marks and acknowledge that the words are those of another writer: in adopting another writer's ideas, you must acknowledge that they are his/hers. If you are in doubt about whether what you are doing is appropriate, consult your instructor. A claim that "you didn't know it was wrong" will not be accepted as an excuse. Note that the essay may be submitted to a verification program such as Turnitin at the Professor's discretion. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring. A copy of guidelines about how to avoid cheating can be obtained from the office of the Ombudsperson, Room 251 University Community Centre (519) 661-3573.

LECTURE OUTLINE:

Below is a tentative list of the lectures for this course. There may be departures from this list as some topics take up more or less time than originally scheduled. The readings corresponding to the lectures are listed below.

<u>Date of Class</u>	<u>Topics</u>	<u>Text Readings</u>
1 (Jan 5-9/09)	Strategic Management Aligning HR with Strategy	Chapter 1 Chapter 2
2 (Jan 12-16/09)	Environmental Influences on HRM (Team Creation Email due to Professor by Midnight January 16/09)	Chapter 3
3 (Jan 19-23/09)	Job Analysis (Topic Selection Email due to Professor by Midnight January 23/09)	Chapter 4
4 (Jan 26-30/09)	Information Technology on HR Planning	Chapter 5
5 (Feb 2-6/09)	The HR Forecasting Process	Chapter 6
6 (Feb 9-13/09)	HR Demand Ascertaining HR Supply	Chapter 7 Chapter 8
(Feb 16-20/09)	Reading Week	
7 (Feb 23-27/09)	Midterm Examination (Chapters 1 -7) – Room & Date TBA (Tentative Friday, February 27/09)	

8 (Mar 2-6/09)	Succession Management	Chapter 9
9 (Mar 9-13/09)	Downsizing and Restructuring Mergers and Acquisitions	Chapter 10 Chapter 12
10 (Mar 16-20/09)	Strategic International HRM	Chapter 11
11 (Mar 23-27/09)	Outsourcing Team Essays Due: March 27/09 by midnight through the assignment drop box on the course website	Chapter 13
12 (Mar 30-Apr 3/09)	Evaluation of HR Programs & Policies Two Best Discussion Board Submissions Due April 3/09 by Midnight through assignment dropbox on Course website	Chapter 14
April Exam Period	Final Examination (Chapters 8-14) – Room & Date TBA	

GENERAL INFORMATION

If, on medical or compassionate grounds, you are unable to meet your academic responsibilities, i.e., unable to write term tests or final examinations or complete course work by the due date, you should follow the instructions listed below. You should understand that academic accommodation will not be granted automatically on request. You must demonstrate that there are compelling medical or compassionate grounds that can be documented before academic accommodation will be considered. Read the instructions carefully. In all cases, action must be taken at the earliest possible opportunity, preferably prior to the scheduled examination, test or assignment.

1. Check the course outline to see if the instructor has a policy for missed tests, examinations, late assignments or attendance. The course outline should include the preferred method of contact (e-mail, phone, etc.).
2. Inform the instructor prior to the date of the scheduled time of the test or examination or due date of the assignment. If you are unable to contact the instructor, leave a message for him/her at the department office.
3. Bring your request for accommodation to the Social Science Academic Counselling Office, Room 2105, Social Science Centre, telephone 519 661-2011 or fax 519 661-3384. Be prepared to submit documentation of your difficulties.
4. If you decide to write a test or an examination you should be prepared to accept the mark you earn. Rewriting tests or examinations or having the value of the test or examination reweighted on a retroactive basis is not permitted.

TERM TESTS and MID-TERM EXAMS

1. If you are unable to write a term test, inform your instructor (preferably prior to the scheduled date of the test). If the instructor is not available, leave a message for him/her at the department office.
2. Be prepared, if requested by the instructor, to provide supporting documentation. Submit your documentation to the Social Science Academic Counselling Office.
3. Make arrangements with your professor to reschedule the test.
4. The Academic Counselling Office will contact your instructor to confirm your documentation.

FINAL EXAMINATIONS

1. You require the permission of the Dean, the instructor, and the Chair of the department in question to write a special final examination.
2. If you are unable to write a final examination, contact the Social Science Academic Counselling Office in the first instance to request permission to write a special final examination and to obtain the necessary form. You must also contact your instructor at this time. If your instructor is not available, leave a message for him/her at the department office.
3. Be prepared to provide the Social Science Academic Counselling Office and your instructor with supporting documentation.
4. You must ensure that the Special Examination form has been signed by the instructor and Department Chair and that the form is returned to the Social Science Academic Counselling Office for approval without delay.

LATE ASSIGNMENTS

1. Advise the instructor if you are having problems completing the assignment on time (prior to the due date of the assignment).
2. Submit documentation to the Social Science Academic Counselling Office.
3. If you are granted an extension, establish a due date.
4. Extensions beyond the end of classes must have the consent of the instructor, the Department Chair and Dean. A Recommendation of Incomplete form must be filled out indicating the work to be completed and the date by which it is due. This form must be signed by the student, the instructor, the Department Chair, and the Dean's representative in the Academic Counselling Office.

SHORT ABSENCES

If you miss a class due to a minor illness or other problems, check your course outlines for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate.

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. This must be done by the appropriate deadlines. (Refer to the Registrar's website for official dates.) The Social Science Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed of your difficulties.

DOCUMENTATION

Personal Illness: If you consulted Student Health Services regarding your illness or personal problem, you should complete a Records Release Form at the time of your visit allowing them to notify Social Science Academic Counselling Office. Once your documentation has been assessed, the academic counsellor will inform your instructor that academic accommodation is warranted. If you were seen by an off-campus doctor, obtain a certificate from his/her office at the time of your visit. The doctor must provide verification of the severity of the illness for the period in question. Notes stating "For Medical Reasons" are not considered sufficient.

In Case of Serious Illness of a Family Member: Obtain a medical certificate from the family member's physician.

In Case of a Death: Obtain a copy of the newspaper notice, death certificate or documentation provided by the funeral director.

For Other Extenuating Circumstances: If you are not sure what documentation to provide, ask an Academic Counsellor.

Note: Forged notes and certificates will be dealt with severely. To submit a forged document is a scholastic offense and you will be subject to academic sanctions.

ACADEMIC CONCERNS

1. You need to know if your instructor has a policy on late penalties, missed tests, etc. This information may be included on the course outline. If not, ask your instructor.
2. You should also be aware of attendance requirements in courses such as Business and English. You can be debarred from writing the final examination if your attendance is not satisfactory.
3. If you are in academic difficulty, check the minimum requirements for progression in your program. If in doubt, see your Academic Counsellor.
4. If you are registered in Social Science courses but registered in another faculty (e.g., Arts or Science), you should immediately consult the Academic Counselling Office in your home faculty for instructions.