



**Fall/Winter 2021 Course Syllabus**  
**MOS 3383A Section – 001**  
**Strategic Human Resources Planning**

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**1. Course Information:**

**1.1 Class Location and Time:**

**Asynchronous Online Lecture:** See OWL for scheduling of specific activities.

**Office Hours:** The best way to contact me is by OWL email. I will do my best to respond to your emails as quickly as possible. Email turnaround time of one business day.

**1.2 Course Description:**

An introduction to human resources planning processes in organizations. Topics include supply and demand forecasting, succession management, job analysis, downsizing and restructuring and mergers and acquisitions.

**Antirequisite(s):** lecture hours, 0.5 course

**Prerequisite(s):** N/A

**1.3 Accessibility:**

DAN Department of Management & Organizational Studies strives at all times to provide accessibility to all faculty, staff, students, and visitors in a way that respects the dignity and independence of people with disabilities. Please contact the course instructor if you require material in an alternate format or if you require any other arrangements to make this course more accessible to you. You may also wish to contact Services for Students with Disabilities (SSD) at 519-661-2147 for any specific question regarding an accommodation. More information about "Accessibility at Western" is available at: <http://accessibility.uwo.ca>

**1.4 Land Acknowledgement:**

We acknowledge that Western University is located on the traditional lands of the Anishinaabek, Haudenosaunee, Lūnaapéewak and Attawandaron peoples, on lands connected with the London Township and Sombra Treaties of 1796 and the Dish with One Spoon Covenant Wampum. With this, we respect the longstanding relationships that Indigenous Nations have to this land, as they are the original caretakers. We acknowledge historical and ongoing injustices that Indigenous Peoples (e.g., First Nations, Métis and Inuit) endure in Canada, and we accept responsibility as a public institution to contribute toward revealing and correcting miseducation as well as renewing respectful relationships with Indigenous communities through our teaching, research, and community service.

<https://indigenous.uwo.ca/initiatives/docs/indigenous-land-acknowledgment.pdf>

**1.5 Senate Regulations**

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."

This regulation is in regard to the COURSES required.

**Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable.**

## 2. Course Materials

The following textbook is required reading for this course and is available in the bookstore at Western:

**Belcourt, M. & Podolsky, M. (2019). *Strategic Human Resources Planning*. 7<sup>th</sup> Edition. Toronto: Top Hat. Interactive E-book, ISBN: 978-177412-327-0. It is strongly recommended that you purchase the textbook as it will be used extensively.**

## 3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draw upon an evidence-based management approach. Evidence-based management is the systematic process of gathering evidence from multiple sources, critically appraising the evidence, and using that evidence in making and evaluating management decisions to improve organizational performance.

### 3.1 Course objectives

This course provides a systematic examination of choices that confront managers in Canada who wish to implement strategic human resources planning effectively. These choices are presented through introduction to the concepts of strategy formulation and implementation within the human resources context.

### 3.2 Course format

This course is "asynchronous," which means that we will not meet as a group at a particular time each week. Instead, you will determine your own schedule for working through course materials so that you can meet the course deadlines. The course will consist of distinct units. Each unit has a separate section on the OWL course website, under the "Course Content" tab, which contains resources relevant to that unit. Specifically, for each unit, students will be provided with a series of lecture videos. Once posted, lecture videos will remain accessible until the end of the term. When viewing lecture videos, students are encouraged to take notes, as they would in a traditional classroom setting. Note that the brief notes provided in the videos and lecture slides do not summarize exhaustively all information that is covered in each lecture. Therefore, students are asked to review all course materials carefully. For each unit, chapter readings have also been assigned. Students are expected to keep up with the readings and to listen to all online lectures. Note that the material covered in lectures will not always be the same as the material covered in the textbook. These two sources should be viewed as complementary and not redundant.

## 4. Learning Outcomes

1. Describe the role and activities of human resources management in facilitating the steps required for human resource planning in organizations using an evidenced based management approach for recommending plans of action that effectively link human resource policy to business planning to improve performance and measuring the impact of human resources management.
2. Define, describe, compare, and contrast key terms, theories, concepts, approaches, models and tools relevant to human resource planning across Canadian workplaces.
3. Synthesize and critically assess the extent to which various human resource planning practices and associated activities (such as job analysis, succession planning and change management) achieve the goals of managers and support strategic objectives of the organization within specific organizational contexts.
4. Recognize how legislation, technology, changing economic conditions, labour force dynamics, and other external factors influence human resource planning practices.
5. Analyze and differentiate human resources planning approaches used by Canadian organizations that operate globally, and assess various political, cultural, institutional, economic, employee and organizational factors that influence human resources planning on an international scale.

6. Collaborate with a group to analyze and present an empirical study that reflects one or more of the course topics.
7. Use analysis skills to research an organization of interest, identify and analyze human resources planning practices currently in use with a view to comparing such approaches to best practices in human resources planning learned in the course.
8. Use writing skills to summarize research findings in a formal report comparing findings with course theory and practice and concluding with insights and recommendations organizations may utilize to improve current human resource planning practices.

## **5. Evaluation**

Final Exam = 45%

Individual Project = 25%

Individual Online Smart Book Assignments = 9%

Individual Online Smart Book Quizzes = 9%

Individual Online Discussion Boards = 12%

Total = 100%

### **6.1 Examinations:**

The final exam will consist of case(s) with long questions in format. Students will have a week to complete the final exam and it is cumulative in nature. Students are responsible for material covered in the lectures as well as the assigned textbook chapters and additional readings. The final exam will be scheduled during the exam period.

### **6.2 Individual Course Participation:**

You are expected to stay current with your readings and to listen to posted online lectures.

### **6.3 Individual Project Presentation:**

Each student will prepare a comprehensive seminar and paper on an evidence based Human Resources Planning case. Instructions will be provided in the assignment link available on OWL. You are expected to access and read the instructions prior to commencing the assignment.

### **6.4 Online Smart Book Assignments:**

Students will complete online smart book assignments related to textbook chapter material. Instructions will be provided for each assignment prior to completion on OWL. You are expected to access and read the instructions prior to commencing the assignment.

### **6.5 Online Smart Book Quizzes:**

Students will complete online smart book quizzes related to textbook chapter material. Instructions will be provided for each quiz prior to completion on OWL. You are expected to access and read the instructions prior to commencing the assignment.

### **6.6 Online Discussion Board Forum Assignments:**

Students will complete online discussion board forum assignments related to various course topics. Instructions will be provided for each assignment prior to completion on OWL. You are expected to access and read the instructions prior to commencing the assignment.

## 6.7 Information Regarding All Assignments:

Students are required to submit all assignments by the due date indicated. Assignments are to be submitted in the manner requested and in the required format. Late assignments will not be accepted unless PRIOR communication has been made with the professor to discuss a verifiable reason (i.e., hospitalization, family funerals, etc.). To be accommodated, students MUST communicate PRIOR to the absence with the Professor (twenty-four hours-notice is expected). Students will be asked to provide documentation to verify these reasons.

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.

Exams will be scored using the program Scan Exam which examines the answer sheets for unusual coincidences in the pattern of answers given which may be indicative and used as supporting evidence of cheating.

**Grades will not be adjusted on the basis of need. It is important to monitor your performance in the course. Remember: You are responsible for your grades in this course.**

The DAN Department has a grade policy which states that for courses in the 3000 range, the class average must fall between 70% and 77% for all sections of a course taught by the same instructor. In very exceptional circumstances only, class averages outside this range may be approved by the Undergraduate Chair or Chair. Class averages are not grounds for app Lecture and Examination Schedule.

## 6. Lecture and Examination Schedule

See Schedule on "OWL".

## 7. Student Responsibilities

Students should familiarize themselves with Western University Senate Regulations, please see: [http://www.uwo.ca/univsec/academic\\_policies/index.html](http://www.uwo.ca/univsec/academic_policies/index.html).

Material covered in lectures will not always be the same as material covered in the textbook. These two sources should be viewed as complimentary and not redundant. As such, students who want to do well in this course are **strongly encouraged** to attend lectures on a regular basis. Please note that the instructor will not be providing copies of lectures notes or overheads. Therefore, if you miss a lecture, you should try to obtain this material from another student.

### 7.1 Respect

Please act respectfully towards the classroom, the Professor and your fellow students. Acting respectfully means arriving on time, turning off phones, avoiding private discussions during lectures, refraining from viewing non-course material on your laptops, and cleaning up after yourself. Acting respectfully provides a better learning experience for everyone. Private in-class discussions are distracting to students and the Professor. If other students are distracting your attention from the material, you should ask them to be quiet. If you feel uncomfortable doing this (or the problem persists), please see the instructor. Late arrivals are also distracting. Please try to arrive on time for classes.

### 7.2 No Recording of Classes

Students are not permitted to record any portion of a class, audio or video, without the prior written permission of the professor.

### **7.3 Copyright Notice**

Lectures and course materials, including power point presentations, outlines, and similar materials, are protected by copyright. You may take notes and make copies of course materials for your own educational use. You may **not** record lectures, reproduce (or allow others to reproduce), post or distribute lecture notes, wiki material, and other course materials publicly and/or for commercial purposes without my written consent.

## **8. Exam Policies**

The entire take-home exam has to be your own work. You may not use any outside help, in any shape or form, and you may not share or discuss the exam and your work with anyone. Western's usual academic integrity and plagiarism rules apply.

## **9. E-mail Policies**

The following policies apply to all emails between students and the Professor. Please respect the fact that the Professor receives hundreds of emails from students and must deal with those emails in a fair and organized manner. Unacceptable emails will receive a reply saying only "Please see Email Policies on the course outline".

### **9.1 UWO.CA Email Addresses Only**

For privacy reasons, students must use their Western email accounts to contact the Professor. The Professor will not respond to emails from non-uwo.ca addresses (e.g. hotmail.com, gmail.com, etc.).

### **9.2 Subject Line Must Include Course and Section Number**

The subject line of emails must contain the name or number of the course, and the section number in which the student is enrolled. The Professor teaches different courses and sections and cannot properly respond to questions if he does not know which course or section you are enrolled in.

### **9.3 Acceptable Emails**

- questions about the course content or materials
- asking to set up an appointment to ask questions or review an exam
- notification of illness or other special circumstances
- providing constructive comments or feedback about the course

### **9.4 Unacceptable Emails**

- questions that may be answered on OWL or on this course outline
- asking when grades will be posted or asking what grade a student received
- asking where or when an exam is scheduled or the material covered on an exam
- requests for grade increases, extra assignments, or reweighting of course components

## **10. Attendance**

It is expected that students will download and listen to all asynchronous lectures posted. The professor will not provide access to the lecture after it has been presented. Students are encouraged to obtain missed lecture notes from a fellow student.

### **10.1 Short Absences**

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

## 10.2 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. The Academic Counsellors can help you to consider the alternatives. At your request, they can also keep your instructors informed about your difficulties.

## 11. Grade Fairness

Fairness requires that all students be treated equally and be evaluated using the criteria set out in this course outline. The evaluation criteria are based on actual achievement and not on how hard a student has tried. Claims by students of an excellent academic history, good attendance record, need to obtain or maintain a scholarship, desire to be admitted to Ivey or graduate school, or other personal issues, cannot be used to justify a higher grade in the course or a reweighting of course components. There is no extra work or assignments available for extra credit or to “make up” for a course component that was missed or performed poorly.

## 12. Posting of Grades

Midterm exam grades will be posted on OWL once the grades are available. Final exam grades and final course grades are not posted on OWL and are available once they have been posted by the Registrar under “Academic Summary” at the Student Centre website.

## 13. University Policy Regarding Illness

### 13.1 Illness

For details on the Academic Consideration for Student Absences (including accommodation, illness and self-reported absences (SRAs)), go to:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_illness.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_illness.pdf)

The current Illness Policy is available here (subject to change):

[https://dan.uwo.ca/undergraduate/course\\_information/IllnessPolicy.pdf](https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf)

### 13.2 Make Up Examinations

The student must write a make-up exam if the regularly scheduled exam is missed for reasons for which adequate documentation is received by the instructor (this documentation must be supplied by the Academic Counseling office). The date and time of the make-up examination will be set by the instructor, who will communicate the date to the student.

If a student is unable to meet the scheduled make-up as agreed, then the student is responsible for obtaining new accommodations from Academic Counselling and seeking a new make-up date with the instructor within a reasonable time frame.

## 14. University Policy on Cheating and Academic Misconduct

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offenses. Students are urged to read the section on Scholastic Offenses in the Academic Calendar. Note that such offenses include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. If you are in doubt about whether what you are doing is inappropriate, consult your instructor. A claim that “you didn't know it was wrong” will not be accepted as an excuse.

A copy of guidelines about how to avoid cheating can be obtained from the Office of the Ombudsperson, Room 3135 WSSB, (519) 661-3573, [ombuds@uwo.ca](mailto:ombuds@uwo.ca).

Cheating on exams will not be tolerated; students are referred to the university policy on scholastic offenses. Looking at the test of another student, allowing another student to view your exam, or obtaining information about a test in advance are all examples of cheating.

Students found cheating will receive a zero (0%) on that exam. A number of safeguards will be employed to discourage cheating. For example, examination supervisors (proctors) of the tests may ask students to move to another seat during the exam, cover their paper, avert their eyes from other students' papers, remove baseball caps, etc. This is not meant as a personal affront nor as an accusation of cheating, rather as vigilant attempts at proctoring.

The penalties for a student guilty of a scholastic offense include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

## 15. Procedures For Appealing Academic Evaluations

1. In the first instance, all appeals of a grade must be made to the course instructor (informal consultation).
2. If the student is not satisfied with the decision of the course instructor, a written appeal must be sent to the Undergraduate Chair: Student Affairs of the Department of Management and Organizational Studies.
3. If the response of the Undergraduate Chair is considered unsatisfactory to the student, he/she may then appeal to the Dean of the Faculty in which the course of program was taken.
4. Only after receiving a final decision from the Dean may a student appeal to the Senate Review Board Academic. A Guide to Appeals is available from the Office of the Ombudsperson.

## 16. Support Services

### 16.1 Support Services

The Registrar's office provides you with information on services, courses, student finances, resources, latest news, as well as Student Central's hours of operation at <http://www.registrar.uwo.ca>

Student Support Services (*including the services provided by the USC listed here*) can be reached at: <http://westernusc.ca/your-services/>

Academic Support & Engagement can be reached at: <http://academicsupport.uwo.ca>

Students who are in emotional/mental distress should refer to Health and Wellness: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

### 16.2 Academic Concerns

If you are in academic difficulty, it is strongly recommended that you see your academic counsellor.