



Fall 2023 Course Syllabus

MOS 3383A Section – 001 STRATEGIC HUMAN RESOURCE PLANNING In-Person

Instructor: Atiqa Marium
Office: SSC 9332
Office Hours: By Appointment
Email: amarium@uwo.ca

1. Course Information:

1.1 Course Description:

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

3 lecture hours, 0.5 course

Prerequisite(s): Enrollment in 3rd or 4th year of BMOS.

1.2 Course Objective:

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 the introduction to the concepts of strategy formulation and implementation within the human resources context

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.

Contact Academic Support & Engagement at <http://academicsupport.uwo.ca/> for information about Western's Accessible Education.

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 PREREQUISITE COURSES required.

Students not in BMOS are permitted to enroll in up to 1.0 MOS courses, per the Academic Timetable. The requirement that states you must be in BMOS is lifted during registration on the priority lift dates as noted in the [Timetable](#).

2. Course Materials

Textbook: **Belcourt, M. & Podolsky, M. (2019). Strategic Human Resources Planning. 7th 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. Other non-copyright materials, readings, and reference materials may be provided by the instructor on OWL as the course progresses.

We will be using Top Hat to access the following Top Hat Interactive Textbook - **Strategic Human Resources Planning, 7th Edition by Monica Belcourt**

3. Course Objectives and Format

The DAN Department of Management and Organizational Studies as a whole draws 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

We will explore the field of strategic human resource planning through various media such as the lectures, textbook, websites, videos, news and current events. I believe in active learning and will make attempts to incorporate your learning needs and your active participation into each class. As such classes will contain mixtures of lectures, small group discussions, and full class discussion, quizzes as well as case studies and research work. For my efforts to be fruitful, you must also commit time and effort in preparation for each class. It is expected and assumed that readings will be completed prior to class and that students will arrive ready for discussion.

4. Learning Outcomes

1. Describe the role and activities involved in evidenced based human resource planning to improve organizational effectiveness.
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.

5. Evaluation

Your evaluation will be based on the components listed below. Reweighting of the evaluation components is not allowed:

➤ Class Participation	=	10%
➤ Individual Online Smart Book Quizzes (5 x 4%)	=	30%
➤ Mid-Term Examination	=	35%
➤ Final Research Project	=	25%
Total	=	100%

Exams are MCQs **in format**. Each exam, in total, will be scheduled for 1.5 hours, and are **closed book examinations**. **Dictionaries are NOT allowed into the examinations.**

CALCULATORS OR NO CALCULATORS:

Electronic devices of any kind (including cell phones, smartwatches and calculators) are NOT permitted at exams.

Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. Exams will not be returned to students but may be reviewed in the instructor's office by contacting your instructor.

All assignments must be written by you and will be subject to review by Turnitin. Note that I am required to report any suspicion of plagiarism. See the detailed schedule at the end of this document for tentative assignment deadlines. **Also, watch our course OWL site and OWL Announcements for updates.** I encourage you to email or meet with me whenever you have questions or concerns about the assigned coursework, your progress in the course, assignments, and exams. All meetings will be conducted by contacting me via email (amarium@uwo.ca) to arrange time.

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. **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.**

Class Participation = 10%

Students are expected to actively participate in the class. To ensure active learning and engagement, students are expected to attend all scheduled classes, come prepared to the classes by reading pre-

assigned course materials and cases, and participate during the classes by asking questions and sharing their opinions and arguments in the light of course materials. Along with voluntary participation, I reserve the right to call on you for your ideas and opinions at any time. Moreover, students are expected to treat everyone with respect and patience during synchronous and asynchronous sessions/tasks.

The weekly tasks are available in the Course Schedule and can also be found posted on OWL course site under the tab "Lessons".

Individual Online Smart Book Quizzes = 30%

- **Smart Book Quiz 1 (Chapter 2) (6%) on Friday, September 22, during class**
- **Smart Book Quiz 2 (Chapter 4) (6%) on Friday, October 6 during class**
- **Smart Book Quiz 3 (Chapter 6) (6%) on Friday, October 20 during class**
- **Smart Book Quiz 4 (Chapters 8 & 9) (6%) on Friday, November 17 during class**
- **Smart Book Quiz 5 (Chapters 10 & 11) (6%) on Friday, November 24 during class**

Students will complete online smart book quizzes related to the textbook chapter material. **You are required to buy the interactive version of the textbook to access and attend these quizzes.** There will be 5 quizzes in total. Each will carry a 6% weightage. Please see the course schedule for the due dates. Instructions will be provided for each quiz prior on OWL. You are expected to access and read the instructions prior to commencing the assignment.

Mid-Term Examination = 35%, On Friday, October 27

Exams cover all course materials, textbook chapters, and lecture notes. Exams are non-cumulative and cover the material preceding the date the exams fall upon. Exams are closed book examinations. In addition, no calculators or dictionaries are allowed into the examinations. The midterm exam will be scheduled for 75 Minutes and will be held during our class session. It will consist of 70 multiple choice questions [10 questions for each of chapters 1 to 7 (7 chapters x 10 questions = 70 questions)]. Total marks of Mid-term Examination will be 70, worth 35% of total marks.

Final Research Project = 30% Due On Friday, November 24 at 4 pm.

Human Resources Challenge: Describe and critically evaluate a human resources planning challenge which is of interest to you. You will identify the challenge and explain with relevant research why this is seen as a challenge in today's organizations or by employees. You will provide recommendations and strategies that will help organizations effectively manage the challenge discussed.

For this project, you will work in a team of 2 to 3 members.

I want this essay to have personal relevance for you, so I am open to a wide range of topics. Of course, it does have to relate to the course material!! I want you to move past the collection and synthesis of factual information to add your own well-reasoned thoughts, opinions, and recommendations and to link evidence from our course and text materials to your own workplaces experience, events or issues in the news, company reports, or other secondary sources.

You may want to start with concepts covered in the course and look for examples from the real world to apply these concepts. You may start from a particular news story, personal experience (or that of someone you interview) that involves HR Planning and discuss how the principles we have discussed in class were used successfully to the benefit of an organization and the individuals who work there, or not used properly and how that created problems or poor outcomes for the organization and / or its employees. You may choose a single event or issue from the news or compare multiple organizations or time periods.

Your paper should include the following.

- The setting: Include a description of the event or issue you will evaluate.
- Analysis and recommendations: This could take two directions.

- You might want to discuss how / why the organization handled a situation or challenge successfully based on the principles of HR planning. In this case, recommendations for the future might be related to the challenges of Strategic Human Resource Planning. Try to be creative here with your advice.
- You may want to write a critical review about why or how Strategic Human Resource Planning was ignored or poorly implemented or managed, the implications of this mismanagement, how the issue should have been managed, and the opportunities that will accrue or would have accrued to the organization and / or employees if management does or would have done a better job of it.
- I'm open to other ideas if neither of the above two general narratives fit the topic you want to discuss in your paper.

iii. Personal reflection: Finish your paper with a brief reflection of how can you use what you have learned in this paper in your own career – as one who may become a manager of Strategic HR planning, or as an employee who may want to evaluate an organization's Strategic HR planning.

Final paper: An electronic copy of the final paper is due at the beginning of class on November 25th. It should include **at least 5 references** (peer-reviewed journals articles, textbook chapters, newspaper articles) following the APA citation style. It will be a minimum of eight pages and a maximum of ten pages, excluding references, appendices, and table of contents, and should follow the APA style formatting guidelines.

On the OWL course site, go to Assignment tab and click on the assignment link to attach and upload your Assignment on the due date. All papers must be written by you and will be subject to review by Turnitin. A detailed rubric for the assignment will be posted later on OWL.

Note: Late papers will lose two marks for each 24-hour period they are late. (For instance, An Assignment worth 8 / 10 will be reduced to 6 /10)

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.

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

- Bring student identification to exams.
- Nothing is to be on/at one's desk during an exam except a pencil, an eraser, and the individual's student card
- Do not wear baseball caps to exams
- Do not bring music players, cell phones, beepers, or other electronic devices to exams

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
- 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 attend all classes. The professor does not provide access to lecture notes. 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.

You, the student, are responsible for the grades earned.

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, Absence and Accommodation

13.1 Illness

Students will need to provide a Student Medical Certificate if the absence is medical or provide appropriate documentation if there are compassionate grounds for the absence in question. Students are encouraged to contact their Faculty Academic Counselling office to obtain more information about the relevant documentation.

For privacy reasons, students should also note that individual instructors should not receive documentation directly from a student, whether in support of an application for consideration on medical grounds, or for other reasons. All documentation required for absences must be submitted to the Academic Counselling office of a student's Home Faculty.

For details on the Policy on Accommodation for Medical Illness, go to:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_medical.pdf

Students can download the Student Medical Certificate (SMC) here:

https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf

13.2 Accessible Education

Students with disabilities work with Accessible Education (formerly SSD) which provides recommendations for accommodation based on medical documentation or psychological and cognitive testing. The accommodation policy can be found here:

[https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic Accommodation_disabilities.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/Academic_Accommodation_disabilities.pdf)

Students needing access to Accessible Education should register here:

http://academicsupport.uwo.ca/accessible_education/index.html

13.3 Religious Accommodation

Students should consult the University's list of recognized religious holidays, and should give reasonable notice in writing, prior to the holiday, to the Instructor and an Academic Counsellor if their course requirements will be affected by a religious observance. Additional information is given in the [Western Multicultural Calendar](#).

13.4 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

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, at the following Web site:

http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf

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.

The use of AI and translation tools in written work beyond a dictionary is not permitted unless permission is granted by the instructor for specific circumstances. Any work submitted must be the work of the student in its entirety unless otherwise disclosed. When used, any such AI or translation tool should be used ethically and responsibly, and students must cite or credit the tools used in line with the expectation to use AI as a tool to learn, not only to produce content.

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.

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/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: <http://www.uwo.ca/uwocom/mentalhealth/> 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.