
MOS 3383B Section – 001 Strategic Human Resources Planning Winter 2021 Course Syllabus

1. Course Information:

1.1 Class Location and Time:

Distance Studies/Online

1.2 Contact Information:

Instructor: Dr. Jody Merritt

Office: Online

Synchronous 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.

Email: jmerritt9@uwo.ca

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>

2. Calendar Description

2.1 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): 3 lecture hours, 0.5 course

Prerequisite(s): N/A

2.2 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.

3. Textbook

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*. 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.

In addition to the above text, students are required to read a set of articles available in the form of links on the course site (under the “Additional Readings” tab). Please ask the instructor if you require assistance in obtaining these course readings. The purpose of these articles is to provide students with the opportunity to read, understand and appreciate scholarly research papers. All course resources will be posted prior to the start of each class (i.e. power points, readings, etc.).

4. 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.

4.1 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 HR context.

4.2 Course format

This course will involve online lectures, discussions, case studies, class exercises and video presentations. It is expected that students will have completed the assigned readings and other preparation prior to class so that they can actively participate in class discussions. Class attendance is highly recommended because not all material covered in the class lecture will be covered in the readings. At the same time, not all material covered in the readings will be discussed in lecture.

5. 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 HR 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.

6. Evaluation

Final Exam = 40%

Team Project = 20%

Individual Online Smart Book Assignments = 10%

Individual Online Smart Book Quizzes = 15%

Individual Online Discussion Boards = 15%

Total = 100%

6.1 Examinations:

The final exam will consist of case(s) with long questions in format. The final exam will be scheduled for completion during a 24-hour period online, is cumulative, and open book. Students are responsible for material covered in the lectures as well as the assigned chapters/sections in the text. The final exam will be scheduled during the exam period.

6.2 Individual Course Participation:

Participation is an important component of this course and includes regular attendance in class as well as participation in any exercises, games, case studies, simulations and discussions that occur. You are expected to stay current with your readings so that you are prepared to ask questions, provide ideas and generally contribute to the learning community on an ongoing basis. See the Instructor standards for class participation for greater detail on how participation will be marked. This will be posted on OWL. You are expected to manage this aspect of your own learning style in order to meet course requirements. **There are no makeups for missed in class participation.**

6.3 Term Project Presentation and Paper:

The class will be divided into teams and will be required to prepare a comprehensive team 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.

7. Lecture and Examination Schedule

See Schedule on "OWL".

8. 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.

8.1 Online Etiquette & Respect

Some components of this course will involve online interactions. To ensure the best experience for both you and your classmates, please honour the following rules of etiquette:

- Please "arrive" to class on time
- Please use your computer and/or laptop if possible (as opposed to a cell phone or tablet)
- Ensure that you are in a private location to protect the confidentiality of discussions in the event that a class discussion deals with sensitive or personal material
- To minimize background noise, kindly mute your microphone for the entire class until you are invited to speak, unless directed otherwise

- In order to give us optimum bandwidth and web quality, please turn off your video camera for the entire class unless you are invited to speak
- Please be prepared to turn your video camera off at the instructor's request if the internet connection becomes unstable
- Unless invited by your instructor, do **not** share your screen in the meeting

The course instructor will act as moderator for the class and will deal with any questions from participants. To participate please consider the following:

- If you wish to speak, use the "raise hand" function and wait for the instructor to acknowledge you before beginning your comment or question
- Remember to unmute your microphone and turn on your video camera before speaking
- Self-identify when speaking
- Remember to mute your mic and turn off your video camera after speaking (unless directed otherwise)

General considerations of "netiquette":

- Keep in mind the different cultural and linguistic backgrounds of the students in the course.
- Be courteous toward the instructor, your colleagues, and authors whose work you are discussing.
- Be respectful of the diversity of viewpoints that you will encounter in the class and in your readings. The exchange of diverse ideas and opinions is part of the scholarly environment. "Flaming" is never appropriate.
- Be professional and scholarly in all online postings. Cite the ideas of others appropriately.

Note that disruptive behaviour of any type during online classes, including inappropriate use of the chat function, is unacceptable. Students found guilty of Zoom-bombing a class or of other serious online offenses may be subject to disciplinary measures under the Code of Student Conduct.

8.2 No Recording of Classes

All of the remote learning sessions for this course will be recorded. The data captured during these recordings may include your image, voice recordings, chat logs and personal identifiers (name displayed on the screen). The recordings will be used for educational purposes related to this course, including evaluations. The recordings may be disclosed to other individuals under special circumstances. Please contact the instructor if you have any concerns related to session recordings. Participants in this course are not permitted to record the sessions, except where recording is an approved accommodation, or the participant has the prior written permission of the instructor.

8.3 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.

9. 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.

10. 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".

10.1 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.).

10.2 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.

10.3 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

10.4 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

11. Attendance

It is expected that students will attend all synchronous lectures. 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.

11.1 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.

11.2 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.

12. 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 lvey 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.

13. 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.

14. University Policy Regarding Illness

14.1 Illness

For details on University Policy and student responsibilities go to:

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

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

https://dan.uwo.ca/undergraduate/course_information/IllnessPolicy.pdf

14.2 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.

15. 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.

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.

16. 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 [Ombudsperson's Office](#).

17. Support Services

17.1 Support Services

The Registrar's office can be accessed for Student Support Services 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/>
Student Development Services can be reached at: <http://www.sdc.uwo.ca/>
Students who are in emotional/mental distress should refer to Health and Wellness at Western University: <https://www.uwo.ca/health/> for a complete list of options about how to obtain help.

17.2 Academic Concerns

If you are in academic difficulty, it is strongly recommended that you see your [academic counsellor](#).