



## COURSE OUTLINE

### SCHOOL OF BUSINESS

**COURSE NAME:** Human Resources Planning  
**COURSE CODE:** HRM 4012  
**CREDIT HOURS:** 42  
**PREREQUISITES:** HRM 4003  
**COREQUISITES:** None  
**PLAR ELIGIBLE:** YES ( X ) NO ( )  
**EFFECTIVE DATE:** January 2009  
**PROFESSOR:** \_\_\_\_\_ **OFFICE #:** \_\_\_\_\_  
**PHONE:** 416-415-5000 **EMAIL:** \_\_\_\_\_

**NOTE TO STUDENTS:** Academic Departments at George Brown College will NOT retain historical copies of Course Outlines. We urge you to retain this Course Outline for your future reference.

FOR OFFICE USE ONLY		
<b>ORIGINATOR:</b> _____	_____	_____
	SIGNATURE	DATE
<b>CHAIR:</b> _____	_____	_____
	SIGNATURE	DATE
<b>DATE OF REVISION:</b> _____		

**EQUITY STATEMENT:** George Brown College values the talents and contributions of its students, staff and community partners and seeks to create a welcoming environment where equity, diversity and safety of all groups are fundamental. Language or activities which are inconsistent with this philosophy violate the College policy on the Prevention of Discrimination and Harassment and will not be tolerated. The commitment and cooperation of all students and staff are required to maintain this environment. Information and assistance are available through your Chair, Student Affairs, the Student Association or the Human Rights Advisor.

George Brown College is dedicated to providing equal access to students with disabilities. If you require academic accommodations visit the Disability Services Office or the Deaf and Hard of Hearing Services Office on your campus.

**STUDENT RESPONSIBILITIES:** Students should obtain a copy of the *Student Handbook* and refer to it for additional information regarding the grading system, withdrawals, exemptions, class assignments, missed tests and exams, supplemental privileges, and academic dishonesty. Students are required to apply themselves diligently to the course of study, and to prepare class and homework assignments as given. Past student performance shows a strong relationship between regular attendance and success.

## COURSE DESCRIPTION:

This course examines the importance of the human resources' role in the strategic planning process by determining supply and demand of human resources and developing appropriate human resources policies and practices based on best practice methodologies. Through the use of integrated case studies, workplace scenarios and field visits, students will be synthesizing all their acquired theoretical knowledge obtained from the human resources program.

## ESSENTIAL EMPLOYABILITY SKILLS:

As mandated by the Ministry of Training, Colleges and Universities essential employability skills (EES) will be addressed throughout all programs of study. Students will have the opportunity to **learn (L)** specific skills, to **practice (P)** these skills, and/or **be evaluated (E)** on the EES outcomes in a variety of courses. The EES include communication, numeracy, critical thinking & problem solving, information management, interpersonal and personal skills. The faculty for this course has indicated which of the EES are either Learned (**L**), Practiced (**P**) or Evaluated (**E**) in this course:

Skill	L	P	E	Skill	L	P	E
1. communicate clearly, concisely and correctly in the written, spoken and visual form that fulfills the purpose and meets the needs of the audience		X	x	7. locate, select, organize and document information using appropriate technology and information sources		X	X
2. respond to written, spoken or visual messages in a manner that ensures effective communication		x	X	8. show respect for the diverse opinions, values, belief systems, and contributions of others		X	x
3. execute mathematical operations accurately			X	9. interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals		X	X
4. apply a systematic approach to solve problems	X	X	X	10. manage the use of time and other resources to complete projects		X	X
5. use a variety of thinking skills to anticipate and solve problems		X	x	11. take responsibility for one's own actions, decisions and consequences		X	X
6. analyze, evaluate, and apply relevant information from a variety of sources	X	X	x				

## COURSE OUTCOMES:

Upon successful completion of this course the students will have reliably demonstrated the ability to:

### 1. Devise strategies to integrate human resources planning with the strategic initiatives of the organization.

- Outline how effective human resources planning can contribute to the overall business plan.
- Analyze the internal and external challenges that influence organizational and human resources

- management strategy development and implementation.
- Assess the impact of other functional areas on the human resources planning process.
- Determine how human resources planning impacts organizational structure, business operations and the role and function of the human resources department.
- Diagnose human resource challenges and opportunities through case studies and workplace scenarios.
- Formulate recommendations using best practice methodologies to resolve organizational planning impacts.
- Develop a project plan utilizing project planning methodologies as outlined in BUS 4017 (Project Management).

## **2. Forecast staffing needs based on supply and demand issues.**

- Differentiate among the different forecasting techniques to project staffing shortages and surpluses.
- Assess internal supply programs (skill inventories, career plans and succession plans) to determine effective human resources planning.
- Determine when human resources activities should be outsourced.
- Devise career management techniques to retain talent.
- Describe the various management development programs and how these programs contribute to effective human resources planning.
- Develop succession action plans and critical staffing positions based on case studies and workplace scenarios.

## **3. Evaluate the role that human resources management systems (HRMS) play in facilitating the human resources planning process.**

- Differentiate between commonly used human resources management systems applications.
- Apply acquired HR knowledge to the specific uses and applications of a human resources management system for such human resources functions as staffing, training and development, compensation and payroll, pensions and benefits, performance management and occupational health and safety.
- Practice human resource management system tasks using Human Resources Technologies “Super HR” system.
- Discuss the confidentiality/privacy issues related to employee information and data utilized in a human resources management system.

## **4. Assess the emerging issues influencing the field of strategic human resources planning.**

- Evaluate the complexities of the downsizing decision and human resources’ role in managing the downsizing process.
- Outline how mergers and acquisitions affect human resources planning, selection, compensation, performance management, training and development and labour and employee relations.
- Analyze global issues and trends in business and human resources planning.
- Examine best practices in human resources planning.
- Develop strategies for international human resources management (hiring and/or transferring employees globally).

### **DELIVERY METHODS / LEARNING ACTIVITIES:**

Lecture, collaborative work, independent study, and problem-based learning.

### **LIST OF TEXTBOOKS AND OTHER TEACHING AIDS:**

#### ***Required:***

Belcourt, M., McBey, K. (2007). Strategic Human Resources Planning. Toronto: Nelson Education Ltd.

ISBN: 017625452

#### ***Recommended / Optional:***

## TESTING POLICY:

Exemption or deferral of a quiz, term exam or final examination is not permitted except for a medical or personal emergency. The professor must be notified by e-mail prior to the test. Appropriate documentation, as determined by the professor, must be submitted.

Any student who either misses the quiz, midterm exam or does not hand in an assignment and who provides acceptable documentation of illness or other serious problem will have the missed percentage of the course mark added to the weighting of the final exam. There will be no make-up exams or assignments.

### Absence from final exam:

- Professor must be notified by e-mail **before** the examination
- Documentation must be presented to the professor **within three working days**.
- If the majority of the course work has been completed with a passing performance, and the documentation is acceptable, an "Incomplete" grade (INC) will be entered by the instructor. **An INC grade will not be granted if term work was missed or failed.**
- The final examination must be written **within 60 days of the submission of the incomplete grade. Failure to do this will result in an F grade.**

## ASSIGNMENT POLICY:

Students unable to submit an assignment on the due date should discuss the matter in advance with the professor. At the professor's discretion, late assignments may not be accepted. Where late assignments *are* accepted, the professor will apply a late penalty.

It is expected that all students will make a significant contribution to the group assignment. If not, marks may be adjusted accordingly. If the group is unable to progress as planned due to medical and/or personal reasons, it is expected that the group will contact the professor immediately. The entire group is responsible for the accuracy of the entire report, including proper referencing of sources.

## EVALUATION SYSTEM:

Assessment Tool:	Description:	Outcome(s) assessed:	EES assessed:	Date / Week:	% of Final Grade:
Midterm Exam		1,2,4		See sched	20%
Final Exam		All			30%
Research Assignment		1,2,4			20%
In Class Exercises		2,3,4			20%
Presentation		1,2,4			10%
				<b>TOTAL:</b>	<b>100%</b>

**\*\*Note: must achieve 50% on the final exam to pass the course**

## GRADING SYSTEM

The passing grade for this course is: D (A minimum of 65% is needed for HRPAO requirements).

A+	90-100	4.0	B+	77-79	3.3	C+	67-69	2.3	D+	57-59	1.3	Below 50	F	0.0
A	86-89	4.0	B	73-76	3.0	C	63-66	2.0	D	50-56	1.0			
A-	80-85	3.7	B-	70-72	2.7	C-	60-62	1.7						

Evaluation of each student is an ongoing process. We make commitments to the business community that students have been exposed to various techniques and experiences. If students are not present and participating, those commitments cannot be filled. Students are expected to attend all classes. It is the student's responsibility to advise instructors if they have to miss a class.

A score of zero is recorded for a missed test/assignment unless the student presents the instructor with official substantiation of the first day he/she returns to class. A score of zero is recorded for any assignments not submitted on the due date. The final grade is based on student performance on assignments, exams and in-class work.

Please note that the instructor reserves the right to change evaluation methods upon notification to the student.

**Excerpt from the College Policy on Academic Dishonesty:**

The *minimal* consequence for submitting a plagiarized, purchased, contracted, or in any manner inappropriately negotiated or falsified assignment, test, essay, project, or any evaluated material will be a grade of zero on that material.

To view George Brown College policies please go to [www.georgebrown.ca/policies](http://www.georgebrown.ca/policies)

## TOPICAL OUTLINE:

Wk	Topic	Outcome	Content	Chapter/Reference	Assignment/test
1	Introduction to HR Planning	1,2 & 4	Business strategy & models Strategic HRP How HRP links to HRM HR planning model	Chapters 1,2	
1	Forecasting Approaches & Techniques	2	Forecasting challenges & issues Organizational & environmental factors Time horizons Forecasting demand techniques	Chapters 3, 6, 7	
2	Forecasting Techniques	2	Internal vs external labour markets Internal supply analysis techniques Sources of external supply data	Chapter 8	In class exercise
2	Current trends in balancing supply/demand	1, 2	Analyzing imbalances Preparing & presenting options		In class exercise
3	Succession Management	4	Theories & models Replacement planning vs succession mgt Employee, mgr, HR roles	Chapter 9	
3	Talent Development	4	Career; talent, mgt dev t Planning & implementation to attract & retain high potential staff		
4	Mid term Exam	1,2, 4			Mid term exam
4	Mergers and Acquisitions	4	HR due diligence Organizational culture issues Labour relations issues Impact on HR functions	Chapter 12	
5	Workforce Reductions	4	Restructuring & reorganizing Downsizing Outsourcing	Chapters 10 & 13	In class exercise Research assignment due
5	International HRP	4	Global issues Selection, dev't, management & rewards	Chapter 11	
6	HRMS-theory	3	Critical design & system components Security & privacy	Chapter 5	
6	HRMS- lab	3	Experiential learning		In class exercise
7	Final Exam	All			Final exam
7	Presentations	1,2, 4			Presentations

Note: Schedule is approximate and may vary as circumstances dictate. Cases and activities may vary.

For information on withdrawing from this course without academic penalty, please refer to the College Academic Calendar: <http://www.georgebrown.ca/Admin/Registr/PSCal.aspx>