



# Business Administration

Course Number:	<b>BUAD 375</b>
Course Title:	<b>STRATEGIC HUMAN RESOURCE PLANNING</b>
Credits:	3
Calendar Description:	This course focuses on the strategic nature of human resource planning. Topics include forecasting employee demand and supply; evaluating the need, design and applications of Human Resource Information Systems (HRIS); identifying changes to human resources functions; planned and unplanned change; and change management and innovation.
Semester and Year:	<b>Winter 2015</b>
Prerequisite(s):	BUAD 269, BUAD 340
Corequisite(s):	None
Prerequisite to:	None
Final Exam:	Yes
Hours per week:	3
Graduation Requirement:	Elective – BBA, Human Resources Management option
Substitutable Courses:	None
Transfer Credit:	
Special Notes:	
Development Date:	November 2012
Revision Date:	November 2013
Chair's Approval:	

**Professors**

Name	Phone number	Office	Email
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**Learning Outcomes**

Upon completion of this course students will be able to:

- Integrate human resource planning (HRP) with the crafting and execution of strategic business planning
- Compare the advantage and disadvantages of demand forecasting techniques and external and internal supply assessment methods
- Discuss the fit of human resource management systems with strategic business and human resource needs
- Understand the impact of change and innovation on HRP
- Integrate SHRP with other human resource management (HRM) policies and programs

**Course Objectives**

This course will cover the following content:

The topics below will be explored in relation to strategic Human Resources planning.

- Alignment of HR with corporate and business strategy
- Environmental influences on HRM
- The job analysis process and competency modelling
- The HR forecasting process
- Determining HR supply & demand
- Succession management
- IT for HR planning
- Downsizing and restructuring
- International HRM
- Mergers & acquisitions
- Outsourcing

**Required Texts/Resources**

Belcourt, M., & McBey, K.J (2013). *Strategic Human Resources Planning* (5th ed.). Toronto: Nelson.

A case package, under copyright and available from the Kelowna Campus Store, is mandatory for weekly in-class case analysis, and full case deliverables.

**Suggested Reading (not required):** Mauffette-Leenders, L.A., Erskine, J.A., & Leenders, M.R. (2001). *Learning with cases* (2<sup>nd</sup> ed.). London: Richard Ivey School of Business.

**Evaluation Procedure**

<b>Team Component</b>	<b>45%</b>
Assignment 1 & 2: Team Analysis & Appraisal forms	2%
Assignment 3: Full Case Report	16%
Assignment 4: Full Case Presentation	15%
Assignment 5: HRIS Presentation	12%
<b>Individual Component</b>	<b>55%</b>
Preparation & Participation	5%
Chapter Quizzes	5%
Midterm Exam	20%
Final Exam	25%
<b>Total</b>	<b>100%</b>

**Notes**

**Exams**

During the semester, there is a midterm exam and a final exam. These assessments evaluate your comprehension of strategic HR planning concepts and your application of critical thinking and problem-solving skills. To pass this course, a student must earn 50% of the available exam marks.

**Case Analyses**

Each team is responsible for weekly case analyses, including a full case report, and a full case presentation (i.e. Assignments 3 & 4). All of the cases to be used in this course are included in the required case package, available in the campus bookstore. Refer to the *Case Presentation Schedule* for weekly cases, specific team deliverables, and due dates.

**Performance Appraisal**

Peer evaluations are required for Assignments 3, 4 & 5. These evaluations will be submitted together with the team's deliverables using the appraisal forms created in Assignment 2. The performance appraisals can have a significant effect on an individual's mark, and are intended to reduce "social loafing" associated with team work. Peer evaluations can modify an individual's mark on a team deliverable in the range of 80% to 120% of the team mark. A student may be assigned 0% on a team deliverable with the approval of the Professor.

**Assignment Policy**

Assignments are to be completed in designated teams. Individual assignments are not accepted. All assignments must be submitted via the appropriate Moodle dropbox on or before the due date. Late submissions will receive a 10% mark deduction per day.

**Preparation & Participation**

This course requires students to analyze cases prior to class, in order to arrive prepared to contribute meaningfully to in-class case analysis discussions. This mark is based on the quality and consistency of a student's participation in class, as determined by the Professor.

## Course Schedule

Date		Topic	Text	Deliverables
<b>Dates:</b>		Mon. Jan 5 Classes begin Family Day Feb 9 & Feb 10 to 13 Reading Break – no classes Good Fri. Apr 3 & Easter Mon. Apr 6 – no classes Tues. Apr 14 Last day of regularly scheduled classes		
Jan	9	Introduction & Case Analysis Method Review <i>Strategic Management</i> <i>Aligning HR with Strategy</i> Case: WestJet	Ch 1 Ch 2	
	16	<i>Environmental Influences on HRM</i> Case: Ohlson Pumps Canada	Ch 3	Assignment 1 Team Analysis form
	23	<i>Job Analysis</i> Case/Movie: Moneyball	Ch 4	Assignment 2 Team Appraisal form
	30	<i>The HR Forecasting Process</i> Case: Blinds to Go	Ch 5	
Feb	6	<i>Determining HR Demand</i> Case: The Future of Espoir Cafes	Ch 6	Assignment 3 Full case report
	9 - 13	READING BREAK ( <i>Feb 9 to 13 – no classes</i> )		
	20	<i>Ascertaining HR Supply</i> Case: Nextech Inc.	Ch 7	Assignment 4 Full case presentation
	27	<i>Succession Management</i> Case: Succession Planning: Surviving...	Ch 8	Assignment 4 Full case presentation
Mar	6	<b>Mid-term Exam</b> (Chapters 1 thru 8)		
	13	<i>Information Technology for HR Planning</i> Guest Speaker (TBD)	Ch 9	
	20	Downsizing & Restructuring HRIS Presentations	Ch 10	Assignment 5 HRIS Presentation
	27	<i>Strategic International HRM</i> Case: Mission Hills	Ch 11	Assignment 4 Full case presentation
Apr	3	No class – Good Friday holiday		
	10	<i>Mergers &amp; Acquisitions</i> <i>Outsourcing</i>	Ch 12 Ch 13	
Apr	17 - 25	Final Exam Period		

## **SKILLS ACROSS THE BUSINESS CURRICULUM**

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The Okanagan School of Business promotes core skills across the curriculum. These skills include reading, written and oral communications, computers, small business, and academic standards of ethics, honesty and integrity.

## **STUDENT CONDUCT AND ACADEMIC HONESTY**

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### **What is the Disruption of Instructional Activities?**

At Okanagan College (OC), disruption of instructional activities includes student “conduct which interferes with examinations, lectures, seminars, tutorials, group meetings, other related activities, and with students using the study facilities of OC”, as well as conduct that leads to property damage, assault, discrimination, harassment and fraud. Penalties for disruption of instructional activities include a range of sanctions from a warning and/or a failing grade on an assignment, examination or course to suspension from OC.

### **What is Cheating?**

“Cheating includes but is not limited to dishonest or attempted dishonest conduct during tests or examinations in which the use is made of books, notes, diagrams or other aids excluding those authorized by the examiner. It includes communicating with others for the purpose of obtaining information, copying from the work of others and purposely exposing or conveying information to other students who are taking the test or examination.”

Students must submit independently written work. Students may not write joint or collaborative assignments with other students unless the instructor approves it in advance as a group/team project. Students who share their work with other students are equally involved in cheating.

### **What is Plagiarism?**

Plagiarism is defined as “the presentation of another person’s work or ideas without proper or complete acknowledgement.” It is the serious academic offence of reproducing someone else’s work, including words, ideas and media, without permission for course credit towards a certificate, diploma, degree and/or professional designation. The defining characteristic is that the work is not yours.

“Intentional plagiarism is the deliberate presentation of another’s work or ideas as one’s own.” Intentional plagiarism can be a copy of material from a journal article, a book chapter, data from the Internet, another student, work submitted for credit in another course or from other sources.

“Unintentional plagiarism is the inadvertent presentation of another’s work or ideas without proper acknowledgement because of poor or inadequate practices. Unintentional plagiarism is a failure of scholarship; intentional plagiarism is an act of deceit.”

### **What are the Students’ Responsibilities to Avoid Plagiarism?**

Students have a responsibility to read the OC Plagiarism Policy and Procedures outlined in the OC calendar, which is available in online format [www.okanagan.bc.ca](http://www.okanagan.bc.ca). Students must acknowledge the sources of information used on all their assignments. This usually involves putting the authors’ name and the year of publication in parentheses after the sentence in which you used the material, then at the end of your paper, writing out the complete references in a Reference section.

“Students are responsible for learning and applying the proper scholarly practices for acknowledging the work and ideas of others. Students who are unsure of what constitutes plagiarism should refer to the UBC publication “*Plagiarism Avoided; Taking Responsibility for your Work*”. This guide is available in OC bookstores and libraries.

Students are expected to understand research and writing techniques and documentation styles. The Okanagan School of Business requires the use of the APA or MLA style, but suggests that students cite references using the APA guidelines (see Publication Manual of the American Psychological Association, 6<sup>th</sup> edition (2009). A copy of the APA manual is available in the reference section and also available for circulation from OC libraries. The library website has access to these two major citing styles.

### **What are the Penalties for Plagiarism and Cheating?**

The Okanagan School of Business does not tolerate plagiarism or cheating. All professors actively check for plagiarism and cheating and the Okanagan School of Business subscribes to an electronic plagiarism detection service. All incidents of plagiarism or cheating are reported and result in a formal letter of reprimand outlining the nature of the infraction, the evidence and the penalty. The Dean of the Okanagan School of Business and the Registrar record and monitor all instances of plagiarism and cheating. Penalties for plagiarism and cheating reflect the seriousness and circumstances of the offence and the range of penalties includes suspension from OC.