




# 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 2018</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:	
Originally Developed:	November 2012
EDCO Approval:	November 2013
Chair's Approval:	

**Professors**

Name	Phone number	Office	Email
Kerry Rempel <i>Course Captain</i>	250-762-5445 x4778	Kelowna: E227	KRempel@okanagan.bc.ca

**Learning Outcomes**

<p>Upon completion of this course students will be able to</p> <ul style="list-style-type: none"> <li>• describe the competitive advantage of a strong alignment between human resources and business strategies.</li> <li>• integrate human resource planning with the development of strategic business planning.</li> <li>• evaluate the demand forecasting techniques and external and internal supply assessment methods.</li> <li>• assess HRIS technologies for small, medium, and large organizations.</li> <li>• evaluate the impact of major organizational strategies of mergers, outsourcing, and downsizing on human resource planning.</li> <li>• develop human resource plans, policies, and programs in alignment with corporate strategy.</li> </ul>
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**Course Objectives**

<p>This course will cover the following content: See the Course Schedule</p>
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**Evaluation Procedure**

<b>Team Component</b>	<b>45%</b>
Assignment 1 & 2: Team Analysis & Appraisal Forms	4%
Assignment 3: Full Case Report	18%
Assignment 4: Full Case Presentation	15%
Assignment 5: Industry Assignment	8%
<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**

Students must earn half of the available exam marks to receive a passing grade in the course.

**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 if the professor deems this necessary.

**Assignment Policy**

All assignments must be submitted via the appropriate Moodle dropbox on or before the due date. Late submissions will receive a mark deduction penalty, as determined by the professor.

**Preparation & Participation**

This course requires students to analyze cases prior to class and 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 case discussions, as well as the completion of in-class and online exercises.

**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.

Course Schedule

Date		Topic	Text	Deliverables
Week of:		Wednesday Jan 3 Classes Begin Monday Feb 12 Family Day – <i>no classes</i> Tuesday Feb 13 to Feb 16 Mid-semester Study Break – <i>no classes</i> Friday Mar 30 to Monday April 2 Easter – <i>no classes</i> Thursday Apr 12 Last Day of Regularly-scheduled Classes		
Jan	1-5	<i>No classes</i>		
	8-12	Introduction & Case Analysis Method Review Strategic Management Aligning HR with Strategy <i>Case: WestJet</i>	Ch 1, 2	
	15-19	Environmental Influences on HRM <i>Case: Ohlson Pumps Canada</i>	Ch 3	Assignment 1 Team analysis form
	22-26	Job Analysis <i>Case/Movie: Moneyball</i>	Ch 4	Assignment 2 Team appraisal form
Jan Feb	29-2	The HR Forecasting Process <i>Case: Blinds to Go</i>	Ch 5	
	5-9	Determining HR Demand <i>Case: The Future of Espoir Cafes</i>	Ch 6	Assignment 3 Full case report
	12-16	READING BREAK ( <i>Feb 8 to 12 – no classes</i> )		
	19-23	Ascertaining HR Supply <i>Case: Nextech Inc.</i>	Ch 7	Assignment 4 Full case presentation
Feb Mar	26-2	Succession Management <i>Case: Succession Planning: Surviving...</i>	Ch 8	Assignment 4 Full case presentation
	5-9	<b>Mid-term Exam</b> (Chapters 1 to 8)		
	12-16	Information Technology for HR Planning	Ch 9	
	19-23	Downsizing & Restructuring HRIS Presentations	Ch 10	Assignment 5 HRIS Presentation
	26-30	Strategic International HRM <i>Case: Mission Hills</i>	Ch 11	Assignment 4 Full case presentation
Apr	2-6	Mergers & Acquisitions Outsourcing	Ch 12 Ch 13	
	9-13	Topic TBD		
	16-26	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.