

Strategic Human Resources Planning

Course Author: Dr. Monica Belcourt, School of Human Resource Management, York University; Ron Alexandrowich and Mark Podolsky

Course Instructor: Stephanie Milliken

Description: The course provides students with an understanding of the personnel planning process, the quantitative and qualitative techniques used in forecasting personnel requirements, and possible solutions to shortages and surpluses. Students will understand the implications for various human resource functions as a result of strategic options such as restructuring, mergers; outsourcing and international ventures. Students will gain a solid understanding of how to measure the effectiveness of all these processes.

Required Text: Belcourt, M. & Podolosky M., Strategic Human Resources Planning, Seventh Edition, Nelson Series in HRM, Toronto 2019. ISBN-10: 0176798080

Course Duration 12 – 14 weeks:

It is expected that students will progress through approximately one unit per week and spend about 3 hours per unit accessing the multimedia with interactive questions, working with self-help quizzes and participating in the discussion boards. Additional time will be required for the readings, midterm paper and final examination.

Objectives:

- Explain the types of strategic orientations that executives may choose.
- Explain the environmental factors that influence strategic choice.
- Develop an understanding of effective HR forecasting processes
- Develop an understanding of the processes used to predict the supply of employees.
- Outline the processes used to predict the demand for employees.
- Outline the options for dealing with labour shortages and surpluses.
- Discuss effective techniques for succession management.
- Describe the HR implications of strategic decisions to outsource, merge, restructure or establish international operations.
- Explain the multiple methods for evaluating the effectiveness of HR practices.

Learning Aids: Interactive questions within the multimedia lecture streams. Self help quiz attached to each unit of the course. Discussion board moderated by instructor.

Multimedia Course Contents and Readings:

Unit 1: Strategic Management

Learning Objectives:

- Discuss why managers need to examine the human resource implications of their organizational strategies
- Understand the various terms used to define strategy and its processes
- Describe organizational strategies, including restructuring, growth, and stability
- Define business strategy and discuss how it differs from corporate strategy.
- Discuss the steps used in strategic planning
- List the benefits of strategic planning

Unit 2: Aligning HR with strategy

Learning Objectives:

- Understand the importance of strategic HR planning
- Identify the risks associated with not planning
- Discuss approaches to linking strategy and HR, including the barriers to becoming a strategic partner
- List the characteristics of an effective HR strategy
- Delineate the steps in the strategic HR planning model

Unit 3: Environmental Influences on HR strategy

Learning Objectives:

- Identify the sources that HR planners use to keep current with business and HR trends
- Understand how environmental scanning is practiced
- Discuss the challenges in scanning the environment
- Delineate the environmental factors, such as the economic climate, the labour force, the political and regulatory context, and the social and cultural climate, that influence the practice of HRM
- Describe the role of the stakeholder, and list several examples

Unit 4: The HR forecasting process

Learning Objectives:

- Identify three different categories of HR forecasting

- Understand the advantages from instituting effective HR forecasting procedures
- Discuss the rationale for giving special attention to specialist, technical, and executive personnel groups in the HR forecasting process
- Comprehend the impact of environmental and organizational variables
- Identify the various stages in the process of determining net HR requirements
- Understand the policy and program implications of an HR deficit or an HR surplus

Unit 5: HR Demand

Learning Objectives:

- The five steps involved in calculating an index/trend analysis are described.
- One technique using experts, the Delphi technique is described in detail.
- Another technique, the nominal group technique consists of seven steps, to arrive at an expert forecast.
- The HR budget produces a staffing table, which is useful for Module by Module short run forecasting.
- Using different assumptions about the future is a key feature of this type of forecasting).
- This quantitative technique for forecasting relies heavily on statistical modeling based on linear relationships between variables.

Unit 6: Ascertaining HR supply

Learning Objectives:

- Understand the relationship between demand and supply forecasting techniques.
- Recognize the importance of the human resource management system in implementing supply forecasting procedures.
- Understand the relationship between supply forecasting in succession planning.
- Discuss and evaluate the advantages and disadvantages of the following specific methods of determining external and internal supply of an organization's personnel such as:
 - Skills and management inventories,
 - Succession/replacement analysis,
 - Markov models,
 - Linear programming,
 - Movement analysis,
 - Vacancy/renewal models

Unit 7: Succession Management

Learning Objectives:

- Understand why succession management is important
- Trace the evolution of succession management from its roots in replacement planning, comparing the two models with respect to focus, time, and talent pools
- List the steps in the succession management process
- Compare and contrast the job-based and competency-based approaches to aligning future needs with strategic objectives
- Discuss the four approaches to the identification of managerial talent
- Describe several ways to identify high-potential employees
- Evaluate the advantages and disadvantages of the five management development methods
- Recognize the difficulties in measuring the success of a management succession plan
- Outline the employee's role in the succession management process
- Describe the limitation of succession management, and propose some possible solutions to these limitations

Unit 8: Information technology for HR planning

Learning Objectives:

- Demonstrate an awareness of the diversity of information technology (IT) solutions for HRM
- Explain how various IT solutions can be leveraged to improve HR planning
- Identify specific IT applications for HR Planning
- Apply the process of IT acquisition and implementation
- Project into the future a number of new IT applications for HR planning
- Ensure system and data security

Unit 9: Change Management

Learning Objectives:

- Organizations are complex systems made up of multiple sub-systems that interact in complex ways. Adding to this complexity is the fact that organizations are dependent on their environment for many of their critical inputs.
- To help sort through the many existing models of change to understand what is at the core of the change process, we will look at a generic model of change, followed by the original model of planned organizational change, and a more recent approach to change that embraces the emergent nature of change.
- The generic model of change simply points out the signal posts along which any change process occurs. The first step in any change management process is to recognize the need to change.
- Kurt Lewin, a social psychologist, developed the planned model of change in the 1940's. This change model is actually part of a larger approach to understanding how people's behavior is influenced by their situational constraints. This approach is called Field Theory, which provides

structure around the attempt to understand all the situational forces that act on individuals, and influence those forces in ways that can change behaviors.

- The three step model lies at the heart of Lewin's model of planned change. He asserts that any change can be divided into three stages consisting of an unfreezing stage, a moving stage, and a refreezing stage.
- Emergent change is based on the idea that the future cannot be known or even controlled, and that attempts to do so are destined for failure.
- Organizational learning is about providing members of the organization with the tools, norms, and environment to facilitate personal growth, learning and development as well as an environment in which learning can be easily exchanged and shared..

Unit 10: Downsizing and restructuring

Learning Objectives:

- Discuss a brief history of downsizing
- Discussion of what downsizing is and why it is widely used by organizations.
- Explore the negative aspects of downsizing, and discuss options that organizations may consider prior to going this route.
- Discuss how to mitigate the risks associated with downsizing so that organizational goals and employee welfare may be maximized.

Unit 11: Strategic International HRM

Learning Objectives:

- Identify key challenges influencing HR practices and processes within an international context
- Identify key characteristics of strategic International HRM
- Understand the relationship between different approaches of IHRM and corporate business strategy options
- Understand the impact of globalization and internationalization on key HR practices and processes

Unit 12: Mergers and Acquisitions

Learning Objectives:

- Understand the various types of mergers and acquisitions
- Explain why organizations merge and the methods used to achieve a merger
- Identify the financial and human impacts of mergers
- Describe the issues involved in blending cultures
- Discuss how a merger affects HR planning, selection, compensation, performance appraisal, training and development, and labour relations

Unit 13: Outsourcing

Learning Objectives:

- Define outsourcing
- List the reasons why organizations outsource functions and programs
- Identify the advantages of outsourcing
- Cite the risks and limitations of outsourcing
- Develop the criteria necessary for managing the outsourcing relationship

Unit 14: Evaluation of HR programs and policies

Learning Objectives:

- Understand the importance of measuring the effectiveness of HRM activities
- Outline five aspects of HRM that can be evaluated using the 5C model for measuring effectiveness
- Discuss methods of measurement, such as cost-benefit analysis, utility analysis, and auditing techniques
- Identify the challenges in measuring HR activities

Learning Aids: Interactive questions within the multimedia lecture streams. Self help quiz attached to each unit of the course.

Participation: Discussion board moderated and graded by the instructor. Students are required to post at least 3 substantial submissions (400 words or more) during the course on assigned questions (topical and case study based) that demonstrate knowledge and skills congruent with the Learning Objectives. There will be instructor feedback on all submissions.

There will also be a General Discussion Board moderated by the instructor in which questions can be asked on any course topic.

Midterm Paper: A midterm paper of approximately 1500 to be submitted online approximately 6 weeks after the start of the course. The instructor shall grade and comment on each paper, which shall be returned to the student.

Final Examination: Proctored, opened book, online examination consisting of essay question(s). Any part of the entire course content may be examined. Government issued photo identification will be required to verify the student's identity.

Grade Weightings of Course Components:

Participation in Discussion Board: Weighting 10%

Midterm Paper: Weighting 35%

Final Examination: Weighting 55%: (It is required to pass the final examination with a grade of at least 65% in order to pass the course, regardless of grades earned in other components.)

Passing Grade for the Course: 65%