



School of Business and Creative Design

Business & Business Administration Department

Course Outline – Spring 2014

Course Code: HRM 3603

Course Title: Human Resource Planning

Prepared By: S. Slade

Date: June 2011

Revised By: H. Richardson

Date: August 2013

Approved By: Yvonne Clarke, Associate Dean

Prerequisite: None

Corequisite: None

Prerequisite for: None

1. Course Description

This course introduces the student to the concept of human resource planning and its relevance to an organization's overall strategic plan. Effective human resource planning enables an organization to have the right people, in the right jobs, at the right times, which is critical to success. The course reviews the influence of environmental factors on human resource planning activities, the importance of management and employee development, the applications of a Human Resources Information System (HRIS), and methods of program implementation and evaluation.

2. General Education and Essential Employability Skills

This course provides the following provincial Essential Employability Skills:

- #1: Communication
- #2: Numeracy
- #3: Critical Thinking and Problem Solving
- #4: Information Management
- #5: Interpersonal
- #6: Personal

Is this course approved as a General Education course?

No **Yes**

Students should refer to their program's restricted General Education courses for final determination.

3. Learning Outcomes

Upon successful completion of this course, the learner will be able to:

1. Explain the significance of human resource planning to an organization's overall strategic planning process.
2. Describe the influence of internal and external factors on human resource planning activities such as predicting trends, forecasting and job analysis.
3. Describe the HR forecasting process, including key types of analysis, the determination of demand and supply, and the impact of various time horizons.
4. Outline the applications of a Human Resource Information System (HRIS).
5. Describe the strategic importance of performance planning, employee and management development, and succession planning.
6. Outline the quantitative and qualitative methods of evaluating the effectiveness of human resource planning

4. Course Objectives

*Learning Outcome
Reference Number*

Unit 1	The Nature, Context and Scope of Human Resource Planning	
1.1	Explain the main terms associated with human resource planning	[1 - 6]
1.2	Describe how human resource planning fits into the human resource management system of the organization	[1]
1.3	Outline the main current issues regarding human resource planning	[1]
1.4	Explain the linkage between human resource planning and corporate and business strategies	[1]
Unit 2	Environmental Influences on Human Resource Planning	
2.1	Identify reference sources for human resource planning	[2]
2.2	Describe methods used for predicting trends in human resource planning	[2]
2.3	Outline the steps involved in environmental scanning	[2]
2.4	Describe the environmental factors affecting human resource planning	[2]
2.5	Explain the importance of environmental intelligence	[2]
Unit 3	Job Analysis	
3.1	Describe job analysis and explain its relevance to human resource planning	[2]
3.2	Outline different methods of job analysis	[2]
3.3	Describe the different tools used in job analysis and their advantages and disadvantages	[2]
Unit 4	Human Resources Information Systems (HRIS)	
4.1	Describe the main components of an HRIS	[4]
4.2	Describe the main uses of an HRIS	[4]
4.3	Outline the major considerations in the use of an	[4]

	HRIS	
	4.4 Outline the major advantages of an HRIS	[4]
	4.5 Outline the main limitations of an HRIS	[4]
	4.6 Explain the process organizations follow to audit their HRIS	[4]
Unit 5	Human Resources Forecasting	
	5.1 Outline the main activities involved with forecasting	[3]
	5.2 Outline methods of forecasting demand and supply	[3]
	5.3 Describe approaches to determining net HR requirements, including the implications of various planning horizons	[3]
	5.4 Describe the different techniques for analyzing movements/ flows	[3]
	5.5 Describe the nature of uncertainty and its implications for forecasting	[3]
Unit 6	Management and Employee Development	
	6.1 Explain how management & employee development fit into the human resource management system of an organization	[5]
	6.2 Describe the links between succession planning and management & employee development	[5]
	6.3 Describe the links between performance review processes and management & employee development	[5]
	6.4 Outline methods for evaluating and improving management & employee development	[5]
	6.5 Describe how and where career pathing and career planning fit into human resource planning	[5]
	6.6 Explain the evolution of succession planning to succession management	[5]
Unit 7	Organizational Change	
	7.1 Describe the major developments taking place in organizations and the impact on Human Resource Planning	[2]
	7.2 Explain the impact of organizational strategies related to restructuring, outsourcing and mergers	[1, 2]

and acquisitions to human resource planning

Unit 8

Implementation and Evaluation of Human Resource Planning Programs

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|-----|--|-----|
| 8.1 | Outline the main prerequisites for successful implementation | [6] |
| 8.2 | Outline the major barriers/obstacles to implementation | [6] |
| 8.3 | Describe different ways to help overcome barriers | [6] |
| 8.4 | Explain some of the major cost factors involved in implementation | [6] |
| 8.5 | Explain areas of possible concern when implementing during periods of turbulence | [6] |
| 8.6 | Outline some of the main auditing and assessment techniques | [6] |
| 8.7 | Describe the significance of evaluation | [6] |

5. Resources and Supplies

a. Required

Belcourt, Monica, Kenneth McBey, Ying Hong and Margaret Yap. Strategic Human Resources Planning, 5th Ed. Nelson, 2013.

An e-book is also available at the following site:

<http://www.nelsonbrain.com/shop/en/CA/storefront/canada?cmd=CLHeaderSearch&fieldValue=0176506942>

b. Supplemental

Journal of the Human Resource Planning Society

Canadian HR Reporter

Workforce

Globe and Mail and other major newspapers

6. Methodology

This course will be delivered in a hybrid format with two hours in-class and one hour online instruction or assessment per week. This course consists of lectures, discussions, case studies, in-class exercises, group work, and readings. Total number of classroom hours is 30 and there are 12 hours online.

7. Student Evaluation

The passing grade for this course is D.

The following elements will determine the student's final grade:

Test #1	20%
Test #2	20%
Final Exam	30%
Major Assignment	20%
In-class and hybrid exercises	10%
Total	100%

Tests must be written at the designated time. Extenuating circumstances such as illness, which may prevent a learner from writing a test, will be dealt with on an individual basis. If a learner cannot write a test at the designated time, s/he should speak to the teacher or leave a message at the earliest possible opportunity. If a test is missed and there are no extenuating circumstances or there is unreasonable delay in contacting the teacher, the score for the test will be zero.

The round off mathematical principle will be used. Percentages are converted to letter grades and grade points as follows:

Mark (%)	Grade	Grade Point	Mark	Grade	Grade Point
94-100	A+	4.0	67-69	C+	2.3
87-93	A	3.7	63-66	C	2.0
80-86	A-	3.5	60-62	C-	1.7
77-79	B+	3.2	50-59	D	1.0
73-76	B	3.0	0-49	F	0.0
70-72	B-	2.7			

8. Academic Integrity

Lambton College is committed to high ethical standards in all academic activities within the College, including research, reporting and learning assessment (e.g. tests, lab reports, essays).

The cornerstone of academic integrity and professional reputation is principled conduct. All scholastic and academic activity must be free of all forms of academic dishonesty, including copying, plagiarism and cheating.

Lambton College will not tolerate any academic dishonesty, a position reflected in Lambton College policy. Students should make themselves familiar with the Students Rights and Responsibilities Policy, located on the MyLambton website for details concerning academic dishonesty and the penalties for dishonesty and unethical conduct.

Questions regarding this policy, or requests for additional clarification, should be directed to the [Lambton College Centre for Academic Integrity](#)

9. Related Items

Students with Disabilities

If you are a student with a disability please identify your needs to the professor and/or the Accessibility Centre so that support services can be arranged for you. You can do this by making an appointment at the SSD, Room L103 ext.3427 or by arranging a personal interview with the professor to discuss your needs.

Student Rights and Responsibility Policy

Acceptable behaviour in class is established by the instructor and is expected by all students. Any form of harassment or violence will not be tolerated. Action will be taken as outlined in Lambton College policy.

Cheating and plagiarism are serious academic offences subject to disciplinary action. It is the student's responsibility to be aware of the cheating policy as described in the Lambton College Student Rights and Responsibilities policy. For further information on all of these policies, links may be found on the Lambton College website.

Prior Learning Assessment Statement

This course is eligible for Prior Learning Assessment

Yes **No**

If yes has been selected, you may choose to contact the Counselling Department for advice on Prior Learning Assessment.

Date of Withdrawal without Academic Penalty

Please consult the Academic Regulations and Registrar's published dates.

Waiver of Responsibility

Every attempt has been made to ensure the accuracy of this information as of the date of publication. The content may be modified, without notice, as deemed appropriate by the College.

Note: It is the student's responsibility to retain course outlines for possible future use to support applications for transfer of credit to other educational institutions.