

COURSE CODE: BUAD 375

COURSE TITLE: Strategic Human Resource Planning

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.

Prerequisite(s): BUAD 269, 340

Co-requisite(s): None

Prerequisite For: None

Substitutable Courses: None

Graduation Requirement: BBA, Human Resources Management Specialty

Transfer Credit: N/A

Special Notes:

Credits: 3

Hours per Week: 3

Originally Developed: November 2012

EDCO Approval: November 2013

CHAIR'S APPROVAL:

A. Fontana

Learning Outcomes

Outcome	Upon completion of this course students will be able to:
1	Describe the competitive advantage of a strong alignment between human resources and business strategies.
2	Integrate human resource planning with the development of strategic business planning.
3	Evaluate the demand forecasting techniques and external and internal supply assessment methods.
4	Assess HRIS technologies for small, medium, and large organizations.
5	Evaluate the impact of major organizational strategies of mergers, outsourcing, and downsizing on human resource planning.
6	Develop human resource plans, policies, and programs in alignment with corporate strategy.

Course Objectives

Objectives	This course will cover the following content: See weekly course schedule below
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Professors

Name	Phone Number	Office	Email
Nathanael Massey(Course Captain)	ext. 4291	E227	nmassey@okanagan.bc.ca

Evaluation Procedure

Team Component: Major Assignments (40%)

Assignment 3 Full Case Report	20 %
Assignment 4: Full Case Presentation**	20 %

Individual Component (60%)

Preparation & Participation (includes minor assignments & quizzes)	10 %
Mid-term Exam*	20 %
Final Exam*	30 %
Total	100 %

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

** For Assignment 4: Full Case Presentation, 16% will be allocated to the content of the submission due two instruction weeks prior to the end of term. 4% will be allocated to the presentation that occurs during the last two weeks of the semester.

Course Policy on the Use of Artificial Intelligence

Generative AI tools are not permitted unless explicitly stated otherwise

- The use of generative artificial intelligence tools is strictly prohibited in all course assignments unless explicitly stated otherwise by the instructor in this course. This includes ChatGPT and other artificial intelligence tools and programs. Whenever generative AI tools are permitted and used, they must be appropriately cited. (See [How to cite ChatGPT \(apa.org\)](#))

Required Materials

Belcourt, M., & McBey, K.J., Podolosky, M. (2023). Strategic Human Resources Planning (8e ed.). Toronto: Nelson Education.

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

Notes

Case Analyses

Each team is responsible for weekly case analyses, as well as one full case report and one full case presentation (i.e. Assignments 3 & 4). Many cases used in this course are included in the required case package, available in the campus bookstore.

Performance Appraisal

Peer evaluations are required for Assignments 3 and 4. These evaluations will be submitted together with the team's deliverables using the appraisal forms created in Assignment 2. Peer evaluation results 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 "% contribution" falls below 80% (peer evaluation), and the professor deems this necessary.

Assignment Policy

All assignments must be submitted via the appropriate Moodle dropbox on or before the due date. The team assignments are done in groups and individual assignments are not accepted. Assignments received late will be deducted 10% per day. Any assignment received after the due date time specified i.e. start of class or a specific time will automatically be deemed one day late and 10% will be deducted. Assignments received after 5 calendar days will not be accepted. Teams not available to do their presentations on their assigned date will forfeit the marks for the assignment and will not be rescheduled.

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, and chapter quizzes.

Course Schedule

(Subject to change at the discretion of the professor)

Date		Topic	Moodle Assignments Due
2025 Week Date		Wed, Sep 3 - Classes begin Fri, Sep 12 - Add/drop date - Last day to register for a course and last day to receive a refund for course drop Tue, Sep 30 - Statutory Holiday (no classes) Mon, Oct 13 - Statutory Holiday (no classes) Fri, Oct 24 - Last day to withdraw from a course without academic penalty Mon, Nov 10 - No classes Tue, Nov 11 - Statutory Holiday (no classes) Fri, Dec 5 - Last day of regularly scheduled classes Tue, Dec 9 - Thu, Dec 18 - Final exam period – see policy .	
1	Sept 9	Introduction & Case Analysis Method Review Strategic Management (Ch 1) Aligning HR with Strategy (Ch 2)	
2	Sept 16	Job Analysis (5 th ed. Material) Case/Movie: Moneyball	
3	Sept 23	Environmental Influences on HRM (Ch 3) Case: Ohlson Pumps Canada	Assignments 1 & 2 Team analysis & appraisal forms <i>(DUE: Sept 26)</i>
4	Sept 30	Statutory Holiday – No Classes	
5	Oct 7	The HR Forecasting Process (Ch 4) Case: Blinds to Go	
6	Oct 14	Determining HR Supply (Ch 5) & Demand (Ch 6) Case: The Future of Esplor Cafes	Assignment 3 Full case report: Spar Applied Systems <i>(DUE: Oct 17)</i>
7	Oct 21	Succession Management (Ch 7) Case: Spar Applied Systems	
8	Oct 28	Mid-term Exam	<i>Chapters 1-7 Quizzes Due: Oct 28th at 9:30am</i>
9	Nov 4	HR Information Technology (Ch 8) & Assessment (Ch 14)	
10	Nov 11	Statutory Holiday – No Classes	
11	Nov 18	Downsizing & Restructuring (Ch 10) FORD mini-case (textbook)	
12	Nov 25	Case Presentations Case: Succession planning: surviving the next generation	Assignment 4 Full case presentations <i>(DUE: Nov 24)</i>
13	Dec 2	Case Presentations	<i>Chapters 8, 14, and 10 Quizzes Due Dec 7</i>
Dec 9-18		Final Exam Period	

Skills Across the Business Curriculum

The 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

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.

Academic Honesty: Students have a responsibility to read the [OC Academic Integrity Policy](#).

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 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 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, 6th edition (2009)). A copy of the APA manual is available in the reference section and 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 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.

Last Updated: April 7, 2025 (New Academic Integrity Policy Link)