

**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 Fontenla*

---

## Learning Outcomes

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

## Professors

Name	☎ Phone Number	Office	✉Email
Roger Wheeler		4226	C119 <a href="mailto:rwheeler@okanagan.bc.ca">rwheeler@okanagan.bc.ca</a>

## 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 %
<b>Total</b>	<b>100 %</b>

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

## 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	Deliverables
<b>2026</b> Week      Date		Mon, Jan 5 - Classes begin Fri, Jan 16 - Last day to register for a course and to receive a refund <b>Mon, Feb 16 - Statutory Holiday (no classes)</b> <b>Tue, Feb 17 - Fri, Feb 20 - Mid-semester study break (no classes)</b> Fri, Mar 6 - Last day to withdraw from a course without academic penalty <b>Fri, Apr 3 &amp; Mon, Apr 6 - Statutory Holiday (no classes)</b> Fri, Apr 10 - Last day of regularly scheduled classes <b>Mon, Apr 13 - Wed, Apr 22 - Final exam period – see <a href="#">policy</a>.</b>	
1	Jan 7	Introduction & Case Analysis Method Review Strategic Management (Ch 1) Aligning HR with Strategy (Ch 2)	
2	Jan 14	Job Analysis (5 <sup>th</sup> ed. Material) Case/Movie: Moneyball	
3	Jan 21	Environmental Influences on HRM (Ch 3) Case: Ohlson Pumps Canada	Team analysis & appraisal forms
4	Jan 28	The HR Forecasting Process (Ch 4) Case: Blinds to Go	
5	Feb 4	Determining HR Supply (Ch 5) & Demand (Ch 6) Case: The Future of Espoir Cafes	
6	Feb 11	Succession Management (Ch 7) Case: Spar Applied Systems	<b>Assignment 3</b> Full case report
7	<del>Feb 18</del>	STAT holiday & Mid-Semester Break – no classes scheduled	
8	<b>Feb 25</b>	<b>Mid-term Exam (Covers material from Week 2 thru Week 7)</b>	
9	Mar 4	HR Information Technology (Ch 8) & Assessment (Ch 14)	Miro activity
10	Mar 11	Downsizing & Restructuring (Ch 10) FORD mini-case (textbook)	FORD assignment
11	Mar 18	International Work Assignments	Miro activity
12	Mar 25	<b>Assignment 4</b> preparation week for full case video presentation	
13	Apr 1	<b>Assignment 4</b> submission of video presentation & PowerPoint Exam Review + CPHR Presentation	<b>Assignment 4</b> Video + PowerPoint
14	Apr 8	Async class – distribution & submission of presentation Q&A written response	Q&A response
April 15-29		<b>Final Exam Period</b>	

## 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, 6<sup>th</sup> 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.