



**MOS3383A 570**  
**Strategic Human Resources Planning**  
**Fall 2025**

Instructor: Claire Pompili  
Email: [cpompil@uwo.ca](mailto:cpompil@uwo.ca)

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**Course Information**

**Mode of Instruction:** In Person

**Calendar Description:**

An introduction to human resources planning processes in organizations. Topics include: supply and demand forecasting, succession management, job analyses, downsizing and restructuring, mergers and acquisitions.

**Pre-requisite(s):** Enrollment in 3rd or 4th year of BMOS.

**Extra Information:** 3 lecture hours.

**Course Weight:** 0.50

**Breadth:** CATEGORY A

**Subject Code:** MOS

Notice: Unless you have either the requisites for this course (fulfilment of pre-requisites, no anti-requisite conflicts), or special permission from your Dean to enrol in it, you may be removed from this course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisites.

**King's University College**  
**MOS 3383A 570**  
**Strategic Human Resource Planning**  
**Fall 2025-2026**

**Course information:**

Instructor: Claire Pompilii  
Contact Information: cpompil@uwo.ca  
Office hours: Tuesdays, 5:00-6:00pm

**Course description:**

An introduction to human resources planning processes in organizations. Topics include: supply and demand forecasting, succession management, job analyses, downsizing and restructuring, mergers and acquisitions.

**Course learning outcomes:**

By the end of this course, students will be able to:

1. Describe the role and activities involved in evidenced based human resource planning to improve organizational effectiveness.
2. Describe key concepts relevant to human resource planning across Canadian workplaces.
3. Assess the extent to which various human resource planning practices and associated activities achieve the goals of managers and support strategic objectives of the organization within specific organizational contexts.
4. Explain how legislation, technology, changing economic conditions, labour force dynamics, and other external factors influence human resource planning practices.
5. Assess various political, cultural, institutional, economic, employee and organizational factors that influence human resources planning on an international scale.

**Mode of Instruction:** In-person, lecture based.

**Course textbooks/materials:**

Strategic Human Resources Planning, Eighth Edition (2023). Authors: Monica Belcourt, Kenneth McBey, Ying Hong and Margaret Yap. eText ISBN: 9781774948552 (ebook: \$98.00)

Available through UWO Bookstore Other non-copyright materials, readings, and reference materials will be provided by the instructor on OWL as the course progresses

**Method of evaluation:**

Your evaluation will be based on the following:

Assignment	Weight
Class participation	10%
Mid-term exam	35%
Group presentation	30%
Research assignment	25%

NOTE: All the required evaluations must be completed for you to pass the course. If you have a legitimate reason that prevents you from doing so you should contact me to confirm the possibility of alternative arrangements in advance of the due date.

\*Midterm makeup date will be the Friday following the next scheduled class, or a date agreed upon by the student and instructor following the proper accommodated/makeup exam protocols.

**Class Participation (10%)**

You are expected to: attend all scheduled classes; be prepared to contribute to your own learning and that of your fellow students by doing the assigned readings and thinking about the pre-assigned questions or case studies before the session; asking questions during class for clarification; volunteering your opinions and reasoned arguments during class discussions; and actively participating in group break-out exercises or any other class activities.

**Mid-term Exam (35%)**

The mid-term will be a closed-book 3-hour exam. The exam will include multiple-choice and short- answers. See course schedule below for chapters related to the exam. An exam outline and review will be done the class before the exam.

**Group Presentation (30% = 20% group presentation + 10% for completed and thoughtful evaluation of other presentations)**

During the third class, you will be asked to submit the names of people in your group to the instructor. Groups should include 6-8 students. Groups will be randomly assigned case studies provided by the instructor. Depending on the number of groups, presentations will be held on the last two dates of class with the order based on the case drawn. You will also be assigned another case – for which you will be an evaluator. In sum, you will be a presenter on one of these dates and an evaluator on the other. Responsibilities will be as follows:

Presentations will be done using Power Point or similar presentation software and be 20 minutes in length. All members of the group will participate in the presentation. Presentations will be followed by a 10-minute question and answer period led by the evaluators but also including the entire class and instructor. An additional 5 minutes will be provided for evaluators to finalize their scores and comments. Presentations should be submitted electronically to the

instructor by midnight the day before the class. These slides will be used to run the presentation and will constitute the only document that needs to be handed in by the presenters.

Presentations will be evaluated based on a rubric provided by the instructor in advance; all members of the group will be assigned the same mark and this will constitute 20% of your grade. You will be practicing case study and analysis during the early part of the course to refine your skills in doing so. Groups are expected to present:

- (1) a brief summary of the principles from the chapter related to their case,
- (2) an overview of the issues in the case,
- (3) their analysis of these issues and alternatives that were considered, and
- (4) recommendations and action plan. Presenters must be prepared to defend their recommendations and respond to questions and alternatives raised by classmates during the Q&A period. Your presentations will be evaluated based on their clarity, creativity, and strength of recommendations. More details will be discussed in class.

**Evaluators:** You will be assigned to evaluate a case and chapter that is different from the one you present. You should read the relevant chapter and the case being presented. Evaluators will initiate the question period and complete the grading rubric and provide comments for the presentation including what you liked and what could be improved. These evaluations will be submitted to the instructor by the end of the class along with the questions asked during the Q&A, will constitute 10% of your grade. Note that these marks are assigned on an individual basis. Evaluators are encouraged to be fair and polite during the Q&A but to also question or challenge the analysis or recommendations of the presenting group in a respectful manner as they see fit.

### **Research Assignment (25%= 10% proposal + 15 % final paper)**

**Human Resources Challenge:** Describe and critically evaluate a human resources challenge which is of interest to you. You will identify the challenge and explain with relevant research why this is seen as a challenge in today's organizations. You will provide recommendations and strategies that will help organizations effectively manage the challenge discussed.

**Proposal:** The purpose of the proposal is for you to start thinking about your paper and get early feedback about what you may need to think about to fully develop your ideas. An electronic copy of the paper outline is due by the beginning of class on the due date in the class schedule. It will be 400-500 words and include (1) an outline of your topic and a list of references that will also appear in the final paper (peer reviewed journals articles, textbook chapters, newspaper articles). A detailed rubric for the assignment will be posted later on OWL.

**Format:** Use 2.5 cm margins on all four sides, double spacing, font size 12. Your references should be in APA format. **Final paper:** An electronic copy of the final paper is due at on

December 2, 2025. It will be a minimum of 1500 and a maximum of 2000 words excluding references and will follow the same formatting guidelines as the proposal.

**Schedule of Classes, Readings, Assessments:**

*Subject to change – see OWL for announcements or updates as the term progresses.*

<b>Week</b>	<b>Date</b>	<b>Readings</b>	<b>Activity/Due Dates</b>
<b>1</b>	<b>September 9</b>	Chapter 1: Strategic Management Chapter 2: Aligning HR with Strategy	
<b>2</b>	<b>September 16</b>	Chapter 3: Environmental Influences on HR Chapter 4: The HR Forecasting Process	
<b>3</b>	<b>September 23</b>	Chapter 5: Determining HR Demand	Submit names in class for group project.
<b>4</b>	<b>September 30</b>	<b>National Day for Truth and Reconciliation – No class</b>	
<b>5</b>	<b>October 7</b>	Chapter 6: Ascertaining HR Supply	
<b>6</b>	<b>October 14</b>	Chapter 7: Succession Management	Research proposal due
<b>7</b>	<b>October 21</b>	Chapter 9: Change Management	Exam review in class
<b>8</b>	<b>October 28</b>	<b>Mid-term exam</b>	<b>Exam covers Chapters 1,2,3,4,5,6,7, and 9.</b>
<b>9</b>	<b>November 4</b>	<b>Reading Week – No class</b>	
<b>10</b>	<b>November 11</b>	Chapter 10: Downsizing and Restructuring Chapter 11: Mergers and Acquisitions	
<b>11</b>	<b>November 18</b>	Chapter 14: HR Assessments and Analytics	
<b>12</b>	<b>November 25</b>	<b>Group presentations</b>	
<b>13</b>	<b>December 2</b>	<b>Group presentations</b>	<b>Research assignment due</b>

## General Course Policies 2025–26

### 1. Academic Accommodations, Consideration for Absences

#### Academic Accommodation (Accessibility)

Accessibility Services works to ensure that academic programs are accessible to all students and supports students who may have a condition related to, but not limited to, vision, hearing, mobility, different ways of learning, mental health, chronic illnesses, chronic pain, autism spectrum disorder, ADD/ADHD, and temporary conditions (beyond short-term academic consideration). Accessibility Services provides recommendations for accommodation based on medical documentation or psychological and cognitive assessment. The accommodation policy can be found here [Academic Accommodation for Students with Disabilities](#). Information on Accessibility Services at King's can be found [here](#).

#### Academic Considerations for Absence/Missed Assessments

If a student is unable to meet a course requirement due to substantial but temporary extenuating circumstances (medical or compassionate), they should follow the procedures below.

Requests for academic consideration should be directed to the Academic Advising Office of your faculty/college of registration using the extranet portal ([www.extranet.uwo.ca](http://www.extranet.uwo.ca)). Requests must be made as soon as possible and no later than 48 hours after the missed assessment.

As a rule, documentation is required for academic consideration. For academic consideration requests on medical grounds, the Student Medical Certificate is available at [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf).

Students are permitted one academic consideration request without supporting documentation per term per course.

Instructors may designate one assessment per half-course weight as requiring formal supporting documentation. Please refer to the course outline for each course.

In some cases, where instructors have built flexibility into their assessments, this flexibility will already address consideration needs and further consideration may be denied. Please refer to the course outline for each course.

Academic consideration for examinations scheduled by the Office of the Registrar always requires documentation.

The policy on academic consideration is found here:

[https://uwo.ca/univsec/pdf/academic\\_policies/appeals/academic\\_consideration\\_Sep24.pdf](https://uwo.ca/univsec/pdf/academic_policies/appeals/academic_consideration_Sep24.pdf)

### **Absences from Final Examinations**

If you miss the final examination, contact the Academic Advising Office of your faculty/college of registration as soon as you are able to do so. They will assess your eligibility to write the Special Examination (the name given by the University to a makeup final examination).

You may also be eligible to write the Special Exam if you are in a “Multiple Exam Situation” (e.g., more than 2 exams in 23-hour period, or more than 3 exams in a 47-hour period).

If a student fails to write a scheduled Special Examination, the date of the next Special Examination (if granted) normally will be the scheduled date for the final exam the next time this course is offered. The maximum course load for that term will be reduced by the credit of the course(s) for which the final examination has been deferred. See the Academic Calendar for details ([under Special Examinations](#)).

### **Religious Accommodation**

Students should consult the University's list of recognized religious holidays and should give notice in writing to the instructor and Academic Advising Office if a course requirement will be affected by a religious holiday/observance. Notice must be given as early as possible, and no later than two weeks prior to an examination, and one week prior to a midterm test date. It is the responsibility of such students to inform themselves concerning the work done in classes from which they are absent and to take appropriate action.

For policy on accommodation for religious holidays, see:

[https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/accommodation\\_religious.pdf](https://www.uwo.ca/univsec/pdf/academic_policies/appeals/accommodation_religious.pdf)

## **2. Support Services**

Accessibility, Counselling and Student Development at King’s University College:

<https://www.kings.uwo.ca/current-students/student-services/>

Students experiencing emotional or mental health distress can access services at King’s University College: <http://www.kings.uwo.ca/current-students/campus-services/student-support-services/personal-counselling/>

Good2talk is a good online and phone 24/7 resource for students and is available in English, Mandarin, and French: <https://good2talk.ca>, 1-866-925-5454 MentalHealth@Western provides a complete list of options about how to obtain help:

[https://www.uwo.ca/health/mental\\_wellbeing/](https://www.uwo.ca/health/mental_wellbeing/)

Academic Support Services at King's University College: <https://www.kings.uwo.ca/current-students/academic-resources/>

King's is committed to reducing incidents of gender-based and sexual violence and providing compassionate support to anyone who has gone through these traumatic events. If you have experienced sexual or gender-based violence (either recently or in the past), you will find information about support services for survivors, including emergency contacts at: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>  
See also [https://www.uwo.ca/health/student\\_support/survivor\\_support/get-help.html](https://www.uwo.ca/health/student_support/survivor_support/get-help.html)

University Students' Council offers many valuable support services for students, including the health insurance plan: <http://westernusc.ca/services/>

### **3. Statement on Use of Electronic Devices**

**Use of Electronic Devices:** Unless explicitly stated otherwise, you are not allowed to have a cell phone, or any other electronic device, with you during tests or examinations. Unauthorized possession of such a device during a test or examination constitutes an academic offence.

**Use of Laptops, Tablets, and Smartphones in the Classroom:** King's University College at Western University acknowledges the integration of new technologies and learning methods into the curriculum. The use of electronic devices such as laptop computers, tablets, or smartphones can contribute to student engagement and effective learning. At the same time, King's recognizes that instructors and students share jointly the responsibility to establish and maintain a respectful classroom environment conducive to learning.

The use of electronic devices by students during lectures, seminars, labs, etc., shall be for matters related to the course at hand only. Students found to be using electronic devices for purposes not directly related to the class may be subject to sanctions under the Student Code of Conduct; see <https://www.kings.uwo.ca/current-students/student-affairs/code-of-student-conduct1/>

Inappropriate use of electronics (e.g., laptops, tablets, smartphones) during lectures, seminars, labs, etc., creates a significant disruption. As a consequence, instructors may choose to limit the use of electronic devices in these settings. In addition, in order to provide a safe classroom environment, students attending in-person class sessions are strongly advised to operate laptops with batteries rather than power cords.

### **4. Statement on Academic Offences**

King's is committed to academic integrity. Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence, is posted at [http://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/scholastic\\_discipline\\_undergrad.pdf](http://www.uwo.ca/univsec/pdf/academic_policies/appeals/scholastic_discipline_undergrad.pdf)



It is expected that students will submit work that is truly their own, completed without external assistance (human or artificial) except as explicitly permitted by the course instructor. Check with your instructor on what tools are permitted in the course, including generative AI (e.g. ChatGPT, translation tools, grammar-checking tools). Because a tool is permitted in one course, that does not mean it is permitted in other courses.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system; see <https://elearningtoolkit.uwo.ca/tools/TurnItIn.html>

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating.

### **5. Copyright of Course Material**

Lectures and course materials, including PowerPoint presentations, tests, outlines, and similar materials are protected by copyright. Faculty members are the exclusive owner of copyright in those materials they create. Students may take notes and make copies for their own use. Students may not allow others to reproduce or distribute lecture notes and course materials publicly (whether or not a fee is charged) without the express written consent of a faculty member. Unauthorized sharing of class content is subject to academic discipline.

Similarly, students own copyright of their own original papers and exam essays. If a faculty member wishes to post a student's answers or papers on the course website, they should ask for the student's written permission.

### **6. Use of Recordings**

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### **7. Policy on Attendance**

Any student who, in the opinion of the instructor, is absent too frequently from class or laboratory periods in any course, will be reported to the Dean of the Faculty offering the course, after due warning has been given. On the recommendation of the department concerned, and with the permission of the Dean of that Faculty, the student will be debarred from taking the regular examination in the course.

# KING'S UNIVERSITY COLLEGE

## GENERAL COURSE POLICIES

### 2025-2026

#### **1. Academic Accommodations, Consideration for Absences**

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### **GBSV Support:**

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<https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

You can reach someone supports at Kings by emailing [Care@kings.uwo.ca](mailto:Care@kings.uwo.ca) or calling 519-930-4640 to reach a social worker who can offer help.

You can also reach Western’s Gender-Based Violence & Survivor Support Case Manager by [email](#) or by calling 519-661-3568.

Further supports can be found on this website: <https://www.kings.uwo.ca/about-kings/safe-campus/gender-and-sexual-violence/>

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