

## **HRM-413 Workforce Planning & Management**

**Cr Hrs: 3.0**

<b>Course Description</b>
<p>This course examines the importance of workforce planning and management in organizations by determining supply and demand of human resources and developing appropriate human resources policies and practices based on best practice methodologies. Through the use of integrated case studies, workplace scenarios and illustrations students will be synthesizing all their acquired theoretical knowledge obtained from the human resources program.</p>
<b>Course Objectives</b>
<ol style="list-style-type: none"><li>1. Devise strategies to integrate human resource planning with the strategic initiatives of the organization<ul style="list-style-type: none"><li>▪ Outline how effective human resources planning can contribute to the overall business plan.</li><li>▪ Analyze the internal and external challenges that influence organizational and human resources management strategy development and implementation.</li><li>▪ Assess the impact of other functional areas on the human resources planning process.</li><li>▪ Determine how human resources planning impacts organizational structure, business operations and the role and function of the human resources department.</li><li>▪ Diagnose human resource challenges and opportunities through case studies and workplace scenarios.</li><li>▪ Formulate recommendations using best practice methodologies to resolve organizational planning impacts.</li></ul></li><li>2. Forecast staffing needs based on demand and supply issues<ul style="list-style-type: none"><li>▪ Differentiate among the different forecasting techniques to project staffing shortages and surpluses.</li><li>▪ Assess internal supply programs (skill inventories, career plans and succession plans) to determine effective human resources planning.</li><li>▪ Determine when human resources activities should be outsourced.</li><li>▪ Devise career management techniques to retain talent.</li><li>▪ Describe the various management development programs and how these programs contribute to effective human resources planning.</li><li>▪ Develop succession action plans and critical staffing positions based on case studies and workplace scenarios.</li></ul></li><li>3. Assess the emerging issues influencing the field of human resources planning<ul style="list-style-type: none"><li>▪ Evaluate the complexities of the downsizing decision and human resources' role in managing the downsizing process.</li><li>▪ Outline how mergers and acquisitions affect human resources planning, selection, compensation, performance management, training and development and labor and employee relations.</li><li>▪ Analyze global issues and trends in business and human resources planning.</li><li>▪ Develop strategies for international human resources management (hiring and/or transferring employees globally).</li></ul></li></ol>
<b>Course Outcomes</b>

Course outcomes are as follows;

- An ongoing advantage in knowing what skills the organization will need and the ability to hire or develop people as needed
- Better preparedness for business contingencies
- The ability to define future workforce gaps and present solutions for those gaps
- Measurable action plans that can be incorporated into a human capital operating plan
- Understanding of labor trends impacting the workforce including the effects of retirement, skills gaps, etc.

### **Course Material**

A course pack will be handed out to you in the first week. It contains all the essential chapters / HBR articles / cases of the course. You must acquire this course pack in order to perform well in the semester. Case studies and assignments will be handed out as per requirement.

You might want to refer to the following book as well;

- Ward, Tripp & Maki, 2013, "Positioned: Strategic Workforce Planning That Gets the Right Person in the Right Job"

### **Course Content**

The course content is structured in pedagogical sections that enable easy understanding and learning. The weekly breakdown of the course is given below. The weekly timeline is subject to changes if the need is felt to integrate further topics and cases.

<b>Week 1</b>	<ul style="list-style-type: none"><li>▪ Introduction to the Course</li><li>▪ Introduction to Participants</li></ul>
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### **Job Design – The Fundamentals**

<b>Week 2</b>	<ul style="list-style-type: none"><li>▪ Spans of Job Design</li><li>▪ Control, Support, Accountability &amp; Influence</li><li>▪ Organizational Change</li></ul>
<b>Week 3</b>	<ul style="list-style-type: none"><li>▪ Case / Illustration</li></ul>

### **Approaches & Techniques**

<b>Week 4</b>	<ul style="list-style-type: none"><li>▪ Environment Based Approach to Workforce Planning</li><li>▪ Forecasting Challenges &amp; Issues</li><li>▪ Environmental Factors</li><li>▪ Internal vs. External Demand</li></ul>
<b>Week 5</b>	<ul style="list-style-type: none"><li>▪ Person Based Approach to Workforce Planning</li><li>▪ A, B and C Players</li><li>▪ A,B and C Positions</li></ul>
<b>Week 6</b>	<ul style="list-style-type: none"><li>▪ Case / Illustration</li></ul>

## **Talent Development & Planning**

<b>Week 7</b>	<ul style="list-style-type: none"><li>▪ Replacement vs. Succession</li><li>▪ CEO Succession</li></ul>
<b>Week 8</b>	<ul style="list-style-type: none"><li>▪ Case / Illustration</li></ul>

## **Workforce Reductions**

<b>Week 9</b>	<ul style="list-style-type: none"><li>▪ Preserving Morale</li><li>▪ Downsizing, Rightsizing, Layoffs</li><li>▪ Approaches</li></ul>
<b>Week 10</b>	<ul style="list-style-type: none"><li>▪ Case / Illustration</li></ul>

## **Mergers and Acquisitions**

<b>Week 11</b>	<ul style="list-style-type: none"><li>▪ Internal vs External Pressures</li><li>▪ Repositioning, Cost Control, Strategic Orientation</li><li>▪ HR Planning Consequences</li></ul>
<b>Week 12</b>	<ul style="list-style-type: none"><li>▪ Case / Illustration</li></ul>

## **International HR Planning**

<b>Week 13</b>	<ul style="list-style-type: none"><li>▪ International Issues</li><li>▪ Planning, Selection, Recruitment</li><li>▪ Performance Planning &amp; Management</li></ul>
<b>Week 14</b>	<ul style="list-style-type: none"><li>▪ Case / Illustration</li></ul>

<b>Week 15</b>	<ul style="list-style-type: none"><li>▪ Feedback and Review</li><li>▪ Project Presentation</li></ul>
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