



## COURSE OUTLINE: HRM404 - HUM RES PLAN & DEV

Prepared: School of Business  
Approved: Bob Chapman - Dean

<b>Course Code: Title</b>	HRM404: HUMAN RESOURCES PLANNING & DEVELOPMENT
<b>Program Number: Name</b>	2041: BUSINESS - H.R.
<b>Department:</b>	BUSINESS/ACCOUNTING PROGRAMS
<b>Academic Year:</b>	2025-2026
<b>Course Description:</b>	In this course, students will gain the knowledge and skills necessary to effectively plan, develop, and manage the human resources of an organization. Students will learn the basic concepts and theories of human resources planning and development and will explore the strategic HR planning process, which involves aligning HR strategies with overall organizational goals. Students will encounter a variety of obstacles and requirements including adjusting the size of organizations, adapting to technological advancements, repositioning companies, containing costs, enhancing productivity, and dealing with outcomes such as staff relocation, outplacement, and retraining. Students will also learn how to use HR metrics and analytics to measure the effectiveness of HR programs and initiatives.
<b>Total Credits:</b>	3
<b>Hours/Week:</b>	3
<b>Total Hours:</b>	42
<b>Prerequisites:</b>	There are no pre-requisites for this course.
<b>Corequisites:</b>	There are no co-requisites for this course.
<b>Vocational Learning Outcomes (VLO's) addressed in this course:</b>	<b>2041 - BUSINESS - H.R.</b>
<b>Please refer to program web page for a complete listing of program outcomes where applicable.</b>	VLO 4 contribute to an organization's success through effective employee relations
	VLO 7 apply current and emerging information technologies to support the human resources function
	VLO 8 implement organizational development* strategies aimed at promoting organizational effectiveness
	VLO 9 communicate human resources information accurately and credibly in oral, written, and graphic form
	VLO 11 identify the human resources component of a business plan
	VLO 12 assist in the collection and analysis of human resources data
<b>Essential Employability Skills (EES) addressed in this course:</b>	EES 1 Communicate clearly, concisely and correctly in the written, spoken, and visual form that fulfills the purpose and meets the needs of the audience.
	EES 2 Respond to written, spoken, or visual messages in a manner that ensures effective communication.
	EES 4 Apply a systematic approach to solve problems.
	EES 5 Use a variety of thinking skills to anticipate and solve problems.
	EES 7 Analyze, evaluate, and apply relevant information from a variety of sources.



- EES 8 Show respect for the diverse opinions, values, belief systems, and contributions of others.
- EES 9 Interact with others in groups or teams that contribute to effective working relationships and the achievement of goals.
- EES 10 Manage the use of time and other resources to complete projects.
- EES 11 Take responsibility for ones own actions, decisions, and consequences.

**Course Evaluation:**

Passing Grade: 50%,

A minimum program GPA of 2.0 or higher where program specific standards exist is required for graduation.

**Books and Required Resources:**

Strategic Human Resources Planning by Monica Belcourt, Mark Podolsky  
 Publisher: Nelson Education Edition: 8th  
 ISBN: 9781774948576

**Course Outcomes and Learning Objectives:**

<b>Course Outcome 1</b>	<b>Learning Objectives for Course Outcome 1</b>
Describe the role of human resources management in leading human resource planning in organizations.	1.1 Identify those areas of human resources that are impacted by human resources planning (HRP). 1.2 Define and understand key terms, theories, models and tools relevant to human resource planning. 1.3 Analyze and explain the different steps in the HRP process and discuss how the process can be applied at both the operational and strategic level. 1.4 Discuss the role and responsibilities of Human Resources in the planning function and connecting the plan to the success of the organization's strategy.
<b>Course Outcome 2</b>	<b>Learning Objectives for Course Outcome 2</b>
Outline the steps involved in the development and implementation of human resource plans.	2.1 Identify the components of policy and procedure guidelines that support the HR planning process. 2.2 Analyze external labour market data and internal organizational data to ascertain its impact on a Human Resources plan. 2.3 Differentiate between short term and long term responses to the challenges of balancing human resource needs. 2.4 Discuss the various models of change and the importance of organizational change and its impact on organizational and HR planning. 2.5 Assess various political, cultural, institutional, economic, environmental, employee and organizational factors that influence human resources planning.
<b>Course Outcome 3</b>	<b>Learning Objectives for Course Outcome 3</b>
Identify the different approaches that support Human Resources Planning.	3.1 Describe various human resources strategies that are used by organizations. 3.2 Analyze how job analysis and/or job design and organizational change and/or development are linked to HRP. 3.3 Define succession management, and discuss its role in maintaining and improving organizational performance.



	3.4 Assess the extent to which various human resource planning practices and associated activities (such as job analysis, succession planning and change management) achieve the goals of managers and support strategic objectives of the organization.	
<b>Course Outcome 4</b>	<b>Learning Objectives for Course Outcome 4</b>	
Measure and evaluate the impact of human resources planning.	4.1 Assess alternative methods of evaluating an organization's human resource management and human resource planning strategies. 4.2 Analyze and differentiate human resources planning approaches used by organizations.	
<b>Evaluation Process and Grading System:</b>	<b>Evaluation Type</b>	<b>Evaluation Weight</b>
	Final Assignment & Presentation	30%
	Independent Learning Activities	30%
	Various Small Group Assignments	40%
<b>Date:</b>	October 8, 2025	
<b>Addendum:</b>	Please refer to the course outline addendum on the Learning Management System for further information.	