

STUDENT WARNING: This course syllabus is from a previous semester archive and serves only as a preparatory reference. Please use this syllabus as a reference only until the professor opens the classroom and you have access to the updated course syllabus. Please do NOT purchase any books or start any work based on this syllabus; this syllabus may NOT be the one that your individual instructor uses for a course that has not yet started. If you need to verify course textbooks, please refer to the online course description through your student portal. This syllabus is proprietary material of APUS.

American Public University System

The Ultimate Advantage is an Educated Mind

Department: Management
Course # HRMT610
Course Name: Workforce Planning

Credit Hours: 3
Length of Course: 8 Weeks
Prerequisite(s)

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Instructor Information



Instructor:

Email:

Phone:

Office Hours:

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Course Description (Catalog)

Students in this class will master the basic concepts, theories, and skills of workforce planning. Workforce planning is a critical human resource function and practice about winning the “war for talent” in today’s workplace. This course will address issues of attracting, staffing, and retaining a high valued and productive workforce. Succession planning is a key concept to be examined as well. Other topics to be addressed in this course include aligning business and staffing needs; assessing diversity, retirement and turnover; and developing competency models and the use of these models for staff development. Case studies, scenarios, and problem resolution in addition to readings and research in areas of interest are the focus of this course experience.

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Course Scope

This course is divided into 8 weeks and is logically organized to students as an introduction and overview, the core concepts and analytical tools, and conceptual and experiential approaches to workforce planning. This will be accomplished by the use of readings, Harvard Business Case Studies, scenarios, problem resolution, research, and Online Interaction and Participation.

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Course Objectives

After successfully completing the course, you will be able to:

1. Identify how organizations plan for changes in their workforce, create recruitment and retention strategies, assess diversity, and develop selection systems to identify the best talent within their organization.
2. Discuss the range of activities across levels of the organizations and the need for multiple jobs and perspectives to ensure operational excellence and effectiveness along with strategic implementation.
3. Formulate and predict how to attract, develop, and retain the right talent and what the key differentiator of a company could be in talent attraction.
4. Evaluate the importance of tailoring succession plans to incumbents’ unique talents and career interests and to the enterprise’s needs and business model.
5. Develop strategies for retaining possible successors, developing a sufficiently

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- deep leadership “bench” and ensuring that outgoing executives effectively mentor their successors.
- 6. Describe the legal and ethical aspects of workplace planning decision-making.
- 7. Demonstrate the linkage between theory and practical application of workforce planning through case scenarios.
- 8. Synthesize relevant knowledge of the effective use of workplace planning into a concise plan for implementation within an organization.

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Course Delivery Method

This course is delivered via distance learning and will enable students to complete academic work in a flexible manner, completely online. Course materials and access to an online learning management system will be made available to each student. Online assignments are due by Sunday evening of the week as noted and include Discussion Board questions (accomplished in groups through a threaded discussion board), examination, and individual assignments submitted for review by the Faculty Member). Assigned faculty will support the students throughout this eight-week course.

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Course Materials

Required Course Textbooks

Book Number	Authors	Book Title	Publication Info	ISBN
0471410691	Burkholder, N. C., Edwards, P. J., & Sartain, L.	<i>On Staffing: Advice and Perspectives from HR Leaders (2004 – ebook available in the APUS online library to be used while awaiting text.</i>	Wiley and Sons	
0078112680	Heneman, Herbert, G.	<i>Staffing Organizations: ebook available at www.coursemart.com. To purchase this e-book, you must be located in North</i>		

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		<i>America with a billing address also in North America.</i>		
		<i>Publication manual of the American Psychological Association (6th edition)</i>		

Required Readings

See course outline

Additional Resources

See course materials folder for all additional reading material from the course Power points, etc.

Websites

In addition to the required course texts, the following public domain Websites are useful. Please abide by the university's academic honesty policy when using Internet sources as well. Note website addresses are subject to change.

Site Name	Website URL/Address
SHRM Online	http://www.shrm.org/Pages/Default.aspx

(Refer to this website for some of the supplemental reading material that appears in your weekly discussion board).

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Evaluation Procedures

Graded Assignment	Percent of Final Grade
Week 1 – Discussion Board & Written Assignment	10
Week 2 – Discussion Board & Written Assignment	10
Week 3 – Discussion Board & Written Assignment	10
Week 4 – Discussion Board	5
Week 4 – Midterm Assignment	15
Week 5 – Discussion Board & Written Assignment	10
Week 6 – Discussion Board & Written Assignment	10

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Week 7 – Discussion Board & Written Assignment	10
Week 8 – Learning Summary	5
Week 8 – Final Paper	15
Total	100

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8 – Week Course Outline

Please see the [Student Handbook](#) to reference the University's [grading scale](#)

<u>Week</u>	<u>Topic(s)</u>	<u>Learning Objective(s)</u>	<u>Readings</u>
1	War on Talent & Changes in the Workplace	<u>1</u>	1) Chapters 1-3 (Burkholder) 2) Chapters 1-2 (Heneman)
2	Metrics & Measurement	<u>1, 2</u>	1) Chapters 44 & 47 (Burkholder) 2) Chapters, 1,3 (Heneman)
3	Multi-cultural Workforces	<u>3</u>	1) Chapters 24 & 28 (Burkholder) 2) Chapters 1, 5 (Heneman)
4	Recruiting	<u>3, 4</u>	1) Chapters 15, 17, 25, 26, & 42 (Burkholder) 2) Chapters 3, 5 (Heneman)
5	Replenishing the Workforce & Succession Planning	<u>3, 4</u>	1) Chapters 27 (Burkholder) 2) Chapters 3,5 (Heneman)
6	Return on Investment	<u>4, 5, 6</u>	1) Chapters 4, 22, 37 & 38 (Burkholder) 2) Chapters 2, 3, 5 (Heneman)

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7	Retention	<u>7, 8</u>	1) Chapters 45-50 (Burkholder)
8	Learning Summary	<u>7, 8</u>	1) Conclusion (Burkholder) 2) Chapter 14 Heneman

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Policies

Please see the [Student Handbook](#) to reference all University policies. Quick links to frequently asked question about policies are listed below.

[Drop/Withdrawal Policy](#)

[Plagiarism Policy](#)

[Extension Process and Policy](#)

[Disability Accommodations](#)

Writing Expectations

Writing assignments should follow APA format unless otherwise listed in the assignment directions.

Citation and Reference Style

Attention please: Students will follow the APA 6.0 Guide as the sole citation and reference style used in written work submitted as part of coursework to the University. Assignments completed in a narrative essay or composition format must follow the citation style also cited in the APA 6.0 Guide.

Late Assignments

Students are expected to submit classroom assignments by the posted due date and to complete the course according to the published class schedule. As adults, students, and working professionals I understand you must manage competing demands on your time. Should you need additional time to complete an assignment please contact me before the due date so we can discuss the situation and determine an acceptable resolution. **Authorized late assignments will receive a 20% penalty each day late. Late submissions without authorization will receive a zero for the assignment.**

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Netiquette

Online universities promote the advance of knowledge through positive and constructive debate--both inside and outside the classroom. Discussions on the Internet, however, can occasionally degenerate into needless insults and “flaming.” Such activity and the loss of good manners are not acceptable in a university setting--basic academic rules of good behavior and proper “Netiquette” must persist. Remember that you are in a place for the fun and excitement of learning that does not include descent to personal attacks, or student attempts to stifle the discussion of others.

- **Technology Limitations:** While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The Educator classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.
- **Humor Note:** Despite the best of intentions, jokes and--especially--satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add “emoticons” to help alert your readers: ;-), :), ☺

Disclaimer Statement

Course content may vary from the outline to meet the needs of this particular group.

Academic Services

The online Library is available to enrolled students and faculty from inside the electronic campus. This is your starting point for access to online books, subscription periodicals, and Web resources that are designed to support your classes and generally not available through search engines on the open Web. In addition, the Online Library provides access to special learning resources, which the University has contracted to assist with your studies. Questions can be directed to librarian@apus.edu.

- ***Charles Town Library and inter Library Loan:*** The University maintains a special library with a limited number of supporting volumes, collection of our professors’ publication, and services to search and borrow research books and articles from other libraries.
- ***Electronic Books:*** You can use the online library to uncover and download over 50,000 titles, which have been scanned and made available in electronic format.
- ***Electronic Journals:*** The University provides access to over 12,000 journals, which are available in electronic form and only through limited subscription services.
- ***Turnitin.com:*** Turnitin.com is a tool to improve student research skills that also detect plagiarism. Turnitin.com provides resources on developing topics and assignments that encourage and guide students in producing papers that are intellectually honest, original in thought, and clear in expression. This tool helps ensure a culture of adherence to the University’s standards for intellectual honesty. Turnitin.com also reviews students’ papers for matches with Internet

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materials and with thousands of student papers in its database, and returns an Originality Report to instructors and/or students.

- **Tutor.com** is an award-winning online homework help and learning service that connects students to a certified tutor for one-on-one help. Get help with homework, studying, projects, essay writing, and test prep in every subject, including algebra, statistics, chemistry, physics, social studies, and English. There are thousands of academic and career services resources—worksheets, practice problems, videos in every subject, as well as financial literacy tips. They are available 24/7 so you can access them whenever you need extra help.

Request a Library Guide for your course (<http://apul.libguides.com/index.php>)

The AMU/APU Library Guides provide access to collections of trusted sites on the Open Web and licensed resources on the Deep Web. These are specially tailored for academic research at APUS:

- Program Portals contain topical and methodological resources to help launch general research in the degree program. To locate, search by department name or navigate by school.
- Course Lib-Guides narrow the focus to relevant resources for the corresponding course. To locate, search by class code (e.g., SOCI111) or class name.

If a guide you need is not available yet, let us know by emailing the APUS Library: librarian@apus.edu.