



York University
School of Human Resource Management

Course Outline

HRM 4410 A
Strategic Human Resources Management

FALL 2019

Credits: 3.0

Day/Time: Wednesdays 11:30 am to 2:30 pm

Location: BC 322

Instructor: Dr. Michael McGarry

Email: mmcgarry@yorku.ca

Office hours: By appointment – Hours TBA

Office Location: Atkinson College, 121

Course Description

This course examines the emergence and evolution of human resources as a strategic business partner. Through focused discussion of topics ranging from organizational strategy, talent management, organizational development, team building, client service, leadership, and corporate social responsibility, students will be invited to think critically about how human resources can best support and lead competitive advantage. There will also be discussions about the skills and competencies human resources researchers and practitioners require, and how students can cultivate these to support their career objectives. The learning outcomes of this course will be achieved through lectures, class discussions, individual and group assignments, and exams.

Prerequisites

Prerequisites: AP/HRM 2600 3.00, AP/HRM 3400 3.00, AP/HRM 3410 3.00, AP/HRM 3422 3.00, AP/HRM 3430 3.00, AP/HRM 3470 3.00, and AP/HRM 3490 3.00.

Students are responsible to ensure that they have the prerequisites as stated in the course outline. Students who do not have the prerequisites are at risk of being dropped from the course at any time during the term. The School of Human Resource Management will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites. Questions about enrollment and all matters pertaining to course registration should be directed to the School of Human Resource Management.

Required Text

Dave Ulrich and Norm Smallwood, *How Leaders Build Value: Using People, Organization, and Other Intangibles to Get Bottom-Line Results* (Hoboken, NJ: Wiley, 2006)

Note: The Instructor may add additional readings or other materials for specific classes in order to keep course content current and enhance learning. Students will be provided with these readings or materials prior to class.

Class Schedule

Wk.#	Dates	Topics to be Discussed This Week	Readings	Assignments Due
1	September 4	Overview of Course/ Introduction: The Past, Present, and Future of Human Resource Management		Due dates for assignments and dates for exams are marked in bold
2	September 11	Human Resources and Competitive Advantage	TBA	
3	September 18	Strategy and Planning Revisited	TBA	
4	September 25	Tangling with Intangibles: The Factors that Influence Strategy	Ulrich and Smallwood, Chapter 1	
5	October 2	Talent Management: Matching Strategy to Skill	Ulrich and Smallwood, Chapter 4	

Wk.#	Dates	Topics to be Discussed This Week	Readings	Assignments Due
6	October 9	Building Organizational Capabilities Midterm Exam Review	Ulrich and Smallwood, Chapter 5	Assignment #1
7	October 16	Reading Week (No classes)		
8	October 23	Midterm Exam		Midterm Exam
9	October 30	Management Frameworks: The Learning Organization and Beyond	Ulrich and Smallwood, Chapter 8	
10	November 6	Leadership I: Building	Ulrich and Smallwood, Chapter 11	
11	November 13	Leadership II: Succeeding	Ulrich and Smallwood, Chapter 12	
12	November 20	TEAM PRESENTATIONS		Assignment #2
13	November 27	TEAM PRESENTATIONS		Assignment #2

The Instructor reserves the right to change or alter the schedule with sufficient notice to students.

Grading Policies

Student performance in the course will be assessed according to the following:

Participation	15%
Individual Assignment	20%
Midterm Exam	30%
Group Assignment	35%

NOTE: Students must complete all course components. There will not be any transfer of grade weight from one component to another.

Performance Standards/Participation: This is a highly interactive course and every class will require the student's active participation in all class activities. It is expected that the student will attend every class on time and stay for the entire session. It is expected that the student will have completed the assigned readings, exercises and other preparation prior to class.

Human resources practice is highly collaborative, and so engaging regularly in class discussions greatly assists individual academic and professional development. In order to encourage participation, points will be awarded to students who regularly raise questions and inspire the productive exploration of particular issues during class. These points will be used to calculate each student's overall participation grade, which is worth up to 15% of the overall course grade.

Examination: A midterm exam will be held in class and is worth 30% of the overall grade for the course. The exam will be comprised of short answer questions, case studies, and essay questions. A comprehensive review will be conducted in class before each examination.

Missed Examination: It is your responsibility to ensure you are available and prepared to write the midterm exam on the scheduled date and time. Students who miss or expect to miss the midterm exam must notify the Instructor of their

situation as soon as possible, and provide appropriate written documentation confirming illness or other unforeseen circumstances. If a student misses the midterm exam, a make-up exam will be scheduled.

Assignments: There will be 2 assignments. The first, which is worth 20% of the overall grade, will require a report of approximately 4 to 6 pages that responds to a case or topic that raises issues discussed during the first four meetings of the class. Successful reports will be clearly written and well organized, and contain evidence of critical thinking (analysis, synthesis, and evaluation) and application of key concepts and processes to important themes of the course.

For the second assignment, which is worth 35% of the overall grade, the class will be divided into groups. Groups will choose from a selection, provided or approved by the Instructor, of current challenges to organizations, or a challenge currently confronting a specific organization. In response to their chosen topic, each group will write a report of 12 to 15 pages that outlines and assesses the relevant background information, identifies and examines the major issues, and offers recommendations for corrective initiatives. As with the first assignment, successful reports will be clearly written and well organized, and contain evidence of critical thinking (analysis, synthesis, and evaluation) and application of key concepts, processes, and important themes of the course.

In addition to a written report, each group will design and provide a short presentation that outlines their topic, describes research performed to assess the issues, offers an analysis that incorporates concepts and practices discussed considered in the course, and suggests recommendations for relevant initiatives and solutions.

Important Information for Students

Appropriate class conduct is expected from all students. Class conduct pertains to regular attendance, active participation in class discussions, and the maintenance of a safe, supportive, and inclusive learning environment by treating fellow classmates and the Instructor ethically, civilly, and professionally. All of these are critical to understanding the significance and proper workplace application of the terms, concepts, and practices discussed in this course, and therefore, to overall success.

Regular attendance means arriving on time, leaving on time, returning from breaks on time, and displaying maturity and professionalism in the class towards fellow classmates and the Instructor. Attendance will be noted. If you must miss a class you are expected to obtain material covered and announcements made from a fellow classmate.

In addition, similar to meetings in the workplace, use of electronic devices during the class, with the exception of laptops/tablets for taking notes, is expected to be

judicious; that is, so as not to disrupt class or distract fellow students. Students who insist on using electronic devices in judiciously while class is in session may be asked to leave the class.

Any instance of uncivil class conduct will result in a grades penalty or, in extreme cases, expulsion. In addition to assisting learning, a commitment to ethical, civil, and professional conduct greatly improves academic achievement and, ultimately, success the workplace.

The School of Human Resources Management will review all final grades. The School reserves the right to modify grades in order to maintain high standards.

Students requiring accommodation should notify as early as possible the York University Office for Counselling and Disability Services. Information can be found at:

<http://ds.info.yorku.ca/>

York University is committed to making reasonable accommodations and adaptations in order to make equitable the educational experience of students with special needs and to promote their full integration into the campus community. **Please alert your Instructor as soon as possible should you require special accommodations.**

All students should review information regarding **Access/Disability, Religious Observance Accommodation**, and **Student Conduct in Academic Situations** provided by the following link:

<http://secretariat-policies.info.yorku.ca/>

All students of York University must adhere to the Senate Policy on Academic Honesty.

Please see: <http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Academic misconduct is a very serious issue with potential consequences ranging from failure in the course to dismissal from the university. Academic misconduct is defined broadly as any act that violates the rights of another student in academic work or that involves misrepresentation of your own work.

To help ensure that you write and submit high integrity papers, please see the SPARK Academic Integrity module, which includes the Academic Integrity Checklist, at:

http://www.yorku.ca/spark/academic_integrity/index.html