



HRM 4410- Strategic Human Resources Management
Sections M and N

Course Outline (Winter 2020)

Class Day, Time, Location

Section M: Wednesday 8:30 ACW 104

Section N: Tuesday 14:30 BC 322

Instructor	Dr. Farimah HakemZadeh	E-mail	zadeh@yorku.ca
Office	ATK 044D	Office Hours	Tuesdays 12:00 to 14:00

Course Description:

In this course, we explore the strategic role of human resources management in organizations. For this purpose, we take a critical and evidence-based approach to discuss topics of a firm's strategy, analysis of a firm's external environment, and its resources and competitive advantage. We examine how strategy is crafted and how the alignment between human capital and strategic direction can be achieved. We further investigate how core competencies and competitive capabilities are developed at the individual, group, and firm levels.

Learning objectives will be achieved through lectures, active and critical class discussions, individual and group assignments, a case competition, individual learning reflections, and exams.

Prerequisites/Co-requisites:

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. Course credit exclusions: None. Prior TO FALL 2009: Prerequisites: AK/ADMS 2600 3.00, AK/ADMS 3400 3.00, AK ADMS 3410 3.00, AK/ADMS 3422 3.00, AK/ADMS 3430 3.00, AK/ADMS 3470 3.00, and AK/ADMS 3490 3.00. Course credit exclusion: AK/ADMS 4410 3.00.

Students are responsible for ensuring that they have these required prerequisites. Students who do not have these prerequisites are at risk of being dropped from the course at any time during the term. The School of HRM will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites.

Course Materials:

A list of readings will be posted on Moodle for each topic. These readings include classic pieces on the topics of discussion, as well as reviews and recent research. The main takeaways of the readings will be discussed, critically analyzed, and synthesized in class.

Course Website:

<https://moodle.yorku.ca>

Preparation for Class and Student Conduct:

This course will integrate formal lectures with group in-class activities, as well as individual and group assignments. Critical thinking, active class participation, and engaging in respectful class discussions are highly encouraged for achieving a meaningful and worthwhile learning experience. The midterm and final exams will cover all of the assigned readings, slides, and materials covered in class. Students are expected to have read and taken notes for each reading assignment.

Slides, assigned readings, description of assignments and other relevant announcements will be posted on Moodle. Make sure to check the site regularly, attend lectures, and read the assigned readings to keep up with the class.

Email Policy:

I can be reached by email and during my office hours to address any additional questions or concerns not covered during class. In the subject line of your emails, please include the course number and section and your full name.

Course Evaluation:

Evaluation Criteria	Weight (%)
Class participation	5%
Individual In-class Quiz 1	10%
Midterm	35 %
Individual In-class Quiz 2	10%
Group Assignment	10 %
Group Case Competition	30 %
[TOTAL]	[100%]

Final course grades may be adjusted to conform to Program or Faculty grade distribution profiles.

Grades and Grading Schemes

Grade	Grade Point	Per Cent Range (%)	Description
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing
D	2	50-54	Marginally Passing
E	1	(Marginally below 50%)	Marginally Failing
F	0	(Below 50%)	Failing

Description of Assignments/Projects:

Group Assignments (10%): A self-selected group of 3 will choose one of the assigned readings as the seminal piece to their assignment. Most often, readings are academic papers on one of the topics of the course. Group members are expected to critically read the assigned paper, complement it with additional research (if needed), and prepare a 15-20 minute, interactive in-class presentation.

In addition to professional, well-organized slides and presentation style, teams will be evaluated on their ability to present a concise summary of the reading's key points, offer a critical lens, and propose (a) question(s) of practical or theoretical importance to be discussed in class. Team members are responsible for managing effective team dynamics amongst themselves, making meaningful contributions to the team performance, and effectively managing the class during their presentation. Slides prepared for this assignment will be distributed to the class through Moodle. While one group will be responsible for the presentation and guiding the discussion, all students are expected to have read the assigned readings to engage in class discussions.

Case Competition (30%): The case competition challenge requires your group to analyze the strategy of a firm and offer strategy improvement suggestions if needed. Furthermore, you are expected to develop a comprehensive human capital plan in alignment with the proposed strategy. Students will have 20 minutes to present their case analyses.

Examinations:

Midterm (35%): Midterm exam will be held in class and on the dates listed in the course schedule table. It will be comprised of short answer questions, case studies, and essay questions.

In-class Quiz (10% each): The in-class quizzes will be based on the assigned readings and class discussions to help you keep up with the readings and class. More details will be discussed in class.

Course Policies:

Late Assignments:

Proper academic performance depends on students doing their work not only well but on time. Accordingly, assignments for this course must be received on the due date specified for the assignment. Exceptions to the lateness for valid reasons such as illness, compassionate grounds, etc., may be entertained by the course instructor but will require supporting documentation (e.g., a doctor's letter).

Missed Midterms:

Students with a documented reason for missing a course test, such as illness, compassionate grounds, etc., which is confirmed by supporting documentation (e.g., doctor's letter) may request an accommodation from the course instructor.

General Academic Policies

Important Dates:

The "Important Dates" pages listed below contain important information relevant to each term; in them, you will find classes and exams start/end dates, co-curricular days and reading week, add/drop deadlines, holidays, University closings and more:

<https://registrar.yorku.ca/enrol/dates>.

Academic Honesty:

Academic Integrity refers to a set of conventions that scholars follow in their work, and which generate credibility, trust, and respect within the academic community. As a student, earning a university degree in a fair and ethical way also involves following these conventions.

Violations of academic integrity can lead to disciplinary actions under [York University's Senate Policy on Academic Honesty](#). Effective time management and study skills can help students avoid feeling desperate and engaging in actions that violate academic integrity. See the [Time Management](#) module.

Students may also wish to review the interactive Academic Honesty module, which can be accessed here: [SPARK course in Moodle](#).

Deferred Exams:

If a student is unable to attend an exam due to an illness, a personal/family emergency, or religious observance they may submit a request for deferred standing. **Within 7 calendar days** of a missed final exam, students seeking to defer a final HRM exam must:

1. Submit a request online using the HRM Deferred Standing system: <http://shrm.laps.yorku.ca/students/deferred-exam-request/>.
2. Submit the Deferred Standing Agreement (DSA) form along with **supporting documentation** (ex. Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

Religious Observance Accommodation:

York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance. For further information on accommodation procedures required due to religious commitment, and the schedule of dates visit:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/2/wo/34rctokbwIWrpJQ2xPLSn0/0.3.4.6.2.0>.

Alternate Exam/Testing Scheduling Centre:

York's Student Accessibility Services and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. Please alert the Course Director as soon as possible should you require special accommodations. You can review the alternate exam and test policies and procedures here:

<http://altexams.students.yorku.ca/>.

York Senate Policy on Academic Accommodation for Students with Disabilities:

<http://secretariat-policies.info.yorku.ca/policies/academic-accommodation-for-students-with-disabilities-policy/>

Student Accessibility Services: <https://accessibility.students.yorku.ca/>

Grade Reappraisals:

For grade reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>.

Grade Scheme and Feedback (Policy):

<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Student Rights and Responsibilities:

<http://oscr.students.uit.yorku.ca/student-conduct>

Counselling and Disability Services:

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

Course Schedule:

Additional readings for each week will be listed on Moodle.

Week		Topic	
Week 1	M-Jan 8	What is strategy and why is it important?	
	N- Jan 7		
Week 2	M-Jan 15	Analyzing a company's external environment	
	N- Jan 14		
Week 3	M-Jan 22	Analyzing a company's resources and competitive advantage	
	N- Jan 21		
Week 4	M-Jan 29	Crafting a strategy	
	N- Jan 28		
Week 5	M-Feb 5	The issue of alignment between human capital and strategic direction	
	N- Feb 4		
Week 6	M-Feb 12	Building core competencies and competitive capabilities (Individual level)	
	N- Feb 11		
Week 7	M-Feb 19	READING WEEK	
	N- Feb 18		
Week 8	M-Feb 26	Midterm exam	
	N- Feb 25		
Week 9	M-Mar 4	Building core competencies and competitive capabilities (Culture and leadership)	
	N- Mar 3		
Week 10	M-Mar 11	Building core competencies and competitive capabilities (Structure)	
	N- Mar 10		
Week 11	M-Mar 18	Learning organizations	In-class quiz
	N- Mar 17		
Week 12	M-Mar 25	Case Competition	
	N- Mar 24		
Week 13	M-Apr 1	Case Competition	
	N-Mar 31		