

**YORK UNIVERSITY**  
**SCHOOL OF HUMAN RESOURCES MANAGEMENT**  
**ISSUES IN HUMAN RESOURCE MANAGEMENT (REMOTE)**  
**HRM 4440 A 3.0 (FALL 2020)**

**Class Time: Monday, 14:30-17:30**  
**(Remote)**

Instructor: Dr. Gordon Wang  
E-Mail: [gordwang@yorku.ca](mailto:gordwang@yorku.ca)  
Office Hours: Tuesday 19:00-20:00 (online) or  
by appointment (Office, Atkinson 121)

**COURSE OBJECTIVES:**

This course examines current issues in HRM, which may include but not limited to downsizing, contingency workers, training transfer, stress related diseases, ethics, and outsourcing. Students are active participants in the identification and delineation of trends.

Upon completion of this course, students will be able to:

- identify the main human resources issues and trends that organizations are experiencing today;
- explain how HR issues and trends impact the workforce and individual workers;
- engage in experiential learning activities including facilitating class workshops, case analysis, class discussion and debates.

**PREREQUISITES:**

For students in the Honours program, 78 credits including AP/HRM 2600 3.00, or for other students, a grade of C+ or better in AP/HRM 2600 3.00. Course credit exclusions: None.

Prior TO FALL 2009: Prerequisites: For students in the Honours program, 78 credits including AK/ADMS 2600 3.00 or AK/ADMS 3480 3.00 (prior to Summer 2001), or for other students, a grade of C+ or better in AK/ADMS 2600 3.00 or AK/ADMS 3480 3.00 (prior to Summer 2001). Course credit exclusion: AK/ADMS 4440 3.00.

Students are personally responsible to ensure that they have the required 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 course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of the appropriate prerequisites.

**REQUIRED TEXT:**

There is no course kit or textbook for this course. Assigned articles will be posted onto Moodle for reading prior to each week's class.

**Note Regarding Assigned Readings**

It is your responsibility to ensure that you read all readings that are assigned. You will be in a better position to learn and engage the lecture material if you have first read the assigned readings.

## COURSE CONTENT:

Week	Date to Post Lecture Materials	Topic	Text
1	September 14	Course Overview & Introduction	Assigned articles and related materials
2	September 21	Issues in Strategic HRM <i>Online Discussion Topic #1 Posting</i>	Assigned articles and related materials
3	September 28	Issues in Staffing	Assigned articles and related materials
4	October 5	Issues in Training and Development <i>Online Discussion Topic #2 Posting;</i> <i>Mid-Term Individual Paper</i> <i>Instructions Posting</i>	Assigned articles and related materials
5	<b>Reading Days, No Lecture</b>		
6	October 19	Issues in Performance Management	Assigned articles and related materials
7	October 26	Issues in Compensation	Assigned articles and related materials
8	November 2	<b>Mid-Term Individual Paper Due</b>	
9	November 9	Issues in Employee Relations <i>Online Discussion Topic #3 Posting</i>	Assigned articles and related materials
10	November 16	Issues in Occupational Health and Safety	Assigned articles and related materials
11	November 23	Issues in Organizational Change <i>Online Discussion Topic #4 Posting</i>	Assigned articles and related materials
12	November 30	Issues in Leadership	Assigned articles and related materials
13	December 7	<b>Take Home Final Exam (Based on Classes 1-10)</b>	

*Note: The instructor reserves the right to change or alter the course outline/syllabus/materials with a sufficient notice to students. On occasion, the instructor may add additional readings for a specific class, if he deems it necessary for the better understanding of the topic.*

## COURSE EVALUATION:

Weekly Online Discussions: 20%  
Mid-Term Individual Paper: 40%  
Take-Home Final Exam: 40%

All final grades will be reviewed by the School of Human Resources Management. The School reserves the rights to modify them in order to maintain high standards.

### Weekly Online Discussions: 4 x 5.0%

This course takes place remotely. Although "class participation" cannot take place in the traditional sense, there is a great deal of opportunity for interaction with peers and your instructor. Throughout the semester, **FOUR** online discussion topics will be introduced. You are expected to take part in each online discussion during the week when they are scheduled. To be clear, you are required to participate in each discussion topic within **SEVEN** days (168 hours) of it being posted by the instructor.

For example, online discussion topic #1 will be posted at 11:00am, Monday, September 21, you will have SEVEN days (168 hours) to submit your posts for credit. The discussion window for Topic #1 then will be closed at 11:00am, Monday, September 28. **ALL LATE POSTS AFTER THIS TIME WILL NOT BE AWARDED ANY MARKS.**

A grade of 5% will be assigned to each online discussion topic based on quality of contribution. You will be able to earn marks by engaging your peers, encouraging conversations, offering comments and suggestions, and sharing your thoughts. To gain the full marks for each online discussion topic, you must write your posts with a total of **500-600 words**, as well as make comments on at least **THREE** posts from your classmates. Marks can be taken away for inappropriate comments that do not show respect and civility. Individuals who do not participate in online discussions should not expect to be rewarded for this dimension of performance.

### **Mid-Term Individual Paper: 40%**

There is no mid-term exam for this course. Instead, you are asked to select a topic relevant to the course and prepare a literature review of six or more scholarly or professional articles/papers relevant to a specific challenge to HR management. You need to submit a review paper to Turnitin via the Assignment Link on the course website, no later than 11:00am, Monday, November 2.

The format of individual paper is 9-10 pages (excluding any appendices or references), double spaced, 1" margins on all sides, and 12-point Times New Roman font. The paper must include a list of articles cited, using the APA style. The individual paper will be evaluated on style (grammar, etc.) and content (the extent and quality of research, analysis, and recommendations). Details will be provided on October 5.

### **Take-Home Final Exam: 40%**

The take-home final exam will be held during the formal examination period for the semester. It is imperative that students attend the final exam since ***there will be no other alternative date to write the final exam.*** The final exam is cumulative, covering **classes 1-10**. The format will be a comprehensive case study. More details will be provided closer to the exam date.

## **OTHER INFORMATION:**

### **Communications with the Instructor**

It is always challenging to maintain efficient and effective communication between the instructor and students. Please take a note of the following important communication policies for the course.

- If you have any questions on course policies, requirements, contents, and etc., you could submit your questions via **Message** on the Moodle course site, or send an **email** directly to gordonwang@yorku.ca. I will try to respond to your questions within 24 hours.
- If you have questions that may be of interest to the rest of the class, you could post them using **Open Forum** on the Moodle course site so that other students can benefit from the questions and answers.
- I will summarize all students' questions and my answers in a **Q&A folder** on the Moodle course site weekly. I strongly recommend you check the Q&A folder for possible answers before submitting your questions to me.

## **Course Announcements**

I will post messages to the class using **Announcements** on the Moodle course site. These messages may regard such things as exam formats, course changes, etc. You should check the **Announcements** board frequently for messages.

## **Open Forum**

You may use **Open Forum** on the Moodle course site to communicate with the rest of the class about any course-related issues, to submit new posts and/or respond to other people's posts, and to ask questions and get answers. Anyone can post ad hoc, general discussions topics here. However, there will be no participation marks for posting here.

## **Online Lecture Materials**

Online lecture materials will be uploaded to the Moodle course site on Monday per week. These lecture materials are intellectual property owned by the instructor or the developer. Any unauthorized dissemination is strictly prohibited. In the other words, you should not download and share online lecture materials with any individual contacts or organizations without the instructor's written permission. Infringing one's property rights is a serious offense and the consequences are severe. Make yourself aware of them.

## **Marks and Grades Postings**

Unofficial marks for online discussions and mid-term individual paper will be posted on the Moodle course site. Official final grades will be posted by the Registrar Office following the take-home final exam.

## **Moodle Course Site**

The Moodle course website is accessible at <https://moodle.yorku.ca/>. Students will require an active Passport York Account to access the site. Secured access to this site is usually activated on the first day of term. For technical support issues related to Moodle, please refer to the Student Resources page at <https://moodle.yorku.ca/students/documentation/index.html>.

## **Support for Remote Courses**

If you have any administrative issues or questions related to taking internet or distance courses, please refer to York's Centre for Distance Education at (416) 736-5831 and <http://www.yorku.ca/laps/disted/>. Please review this site for new information, procedures, and services.

In particular, if you have questions regarding off-site exams, please visit <http://www.yorku.ca/laps/disted/offsiteExam>. Off-site exam request forms are due to the centre above, 10 business days before the scheduled exam date.

## **IMPORTANT YORK POLICIES:**

### **Academic Honesty (Senate Policy)**

LA & PS as a Faculty considers breaches of the Senate Policy on Academic Honesty to be serious matters. To quote the Senate Policy on Academic Honesty:

The Policy on Academic Honesty is a reaffirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. It outlines the general responsibility of faculty to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards.

Faculty members are encouraged to pursue suspected cases of academic honesty with formal charges. Students should, however, review the York Academic Honesty policy for themselves at: <http://www.yorku.ca/secretariat/legislation/senate/acadhone.htm>  
Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

### **Grade Component Deadline (Senate Policy)**

The course assignment structure and grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) must be announced, and be available in writing, to students within the first two weeks of classes. Please see Important Dates at: <http://www.registrar.yorku.ca/importantdates/fw05.htm>

### **Graded Feedback Rule (Senate Policy)**

Under normal circumstances, some graded feedback worth at least 15% of the final grade for Fall, Winter or Summer term, and 30% for 'full year' courses in the Fall/Winter term should be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

- graduate or upper level undergraduate courses where course work typically, or at the instructor's discretion, consists of a single piece of work and/or is based predominantly (or solely) on student presentations;
- practicum courses;
- ungraded courses;
- courses in Faculties where the drop date occurs within the first three weeks of classes;
- courses which run on a compressed schedule (a course which accomplishes its academic credits of work at a rate of one credit hour per two calendar weeks or faster).

*Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible.*

For more information on the Graded Feedback Rule, please visit: <http://www.yorku.ca/secretariat/legislation/senate/gradfeed.htm>

### **20% Rule (Senate Rule)**

No examination or test worth more than 20 % of the final grade will be given during the last two weeks of classes in a term, with the exception of classes which regularly meet Friday evenings or on the weekend (Saturday and/or Sunday at any time). For further information on the 20% Rule, please visit: <http://calendars.registrar.yorku.ca/examschedules/examinfo/twentypercent.htm>.

For further information on examination scheduling, please see "Notes" in the table:

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at:  
<http://www.registrar.yorku.ca/services/policies/grade.htm>

### **Deferred Standing**

Students who have experienced a misfortune or who are too ill to attend an examination in a course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: [http://www.registrar.yorku.ca/services/ds\\_faq.htm](http://www.registrar.yorku.ca/services/ds_faq.htm)

### **Students with Special Needs (Senate Policy)**

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 the Course Director as soon as possible should you require special accommodations.** For more information please go to:  
<http://cds.info.yorku.ca/>