

**School of Human Resource Management**  
York University

Summer 2021 Course Outline  
**AP/ADMS/HRM 4410 3.A Strategic HR**  
Term: SU Online

## Updated information

**Course Instructor Contact:**

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**Calendar Description:**

Examines the evolution of the HR role, the trends that impact on HRM, the threats and opportunities affecting the HR function. Discusses strategy, action plans, priority management, measurement of results and competencies.

**Prerequisite / Co-requisite:**

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: None.

**Required Readings:**

There will be no course kit or text for this course. All course materials will be posted to the course Moodle/E-class site or will be linked therein. An outline of the required readings and expectations for each class will be posted on the course Moodle site. Expect 1-3 readings each week; some will be 2-3 pages in length, some may be 10 or more pages. Total average reading per class 10-15 pages. This outline forms a syllabus which you can access online at any time once the Moodle site is available, normally at the start of classes.

**Organization of the Course:**

Classes include lectures, discussion and debate, group work and case analysis. Bear in mind that methods will have to be adjusted for this on-line course, as compared to an in-class course. This information will be updated in advance of the class, but is likely to include posted lecture notes, online discussions, and possibly an occasional Zoom meeting.

**Course Learning Objectives:**

- obtaining a seat at the executive table: raising the profile of HR contributions and results at the senior level
- finding creative solutions to the ongoing challenge of work redesign and organizational restructuring in turbulent national and global environments
- learning to develop and implement effective human resource practices which meet an organization's strategic goals and objectives
- determining measurable HR deliverables in addressing both global and local challenges in managing people (including mergers and acquisitions, performance improvement, diversity, employment equity, labour relations)
- examining current trends and practices to achieve best HR performance

**Overview of course requirements: The standards for this fourth year course require writing at a mature, professional level, including spelling, grammar and sentence structure, attention to detail, solid research of relevant scholarly materials, excellent citation and a demonstration of concepts learned throughout the HR programme.**

## **Assignments:**

### **Individual Papers (mid-term assignment):**

Students will select a topic relevant to the course and prepare a **literature review** of five or more scholarly or professional articles/papers relevant to Strategic HR. Length will be 10-12 pages, exclusive of citation and appendices. Students will critique the effectiveness of the articles/papers chosen, and explain how they contribute value to the topic of Strategic HR. Every effort should be made to find Canadian material. You may use the university online systems, including Bronfman Library online documents and resources to assist with your research. Avoid shallow documents which are not supported by the writer's research.

### **Group Projects:**

a) The objective of the group assignment is to critically identify and analyze strategic human resource management/planning issues and recommend constructive improvements for a specific, actual organization. Students will form groups of 4-6 people, depending on class size. Groups will be assigned using Moodle.

b) **Papers:** Students should conduct appropriate research using articles, books, media sources, annual reports, company marketing materials, etc., to identify and explain the key Human Resources challenges facing the organization. They will then recommend viable solutions and plans. A solid rationale to support recommendations will be required, using concepts from this class as well as independent research. This research will result in a comprehensive written report. The paper should be no longer than 12 pages (double-spaced and exclusive of title pages, appendices and Works Cited pages). Further details will be posted on Moodle.

Groups should ensure that they clearly establish the link between the corporate strategies and objectives and the proposed human resource strategies.

## **Class Participation:**

**Attendance will not be taken. All assignments will be submitted online, and marks will be deducted for late submissions.**

## **Final Examination:**

The final exam will be held during the final week of classes. This will most likely be a case study.

In accordance with University Policy, medical documentation will be required when an examination or submission deadline is missed. No make-up exams are offered for any missed mid-term. Regarding a missed final exam, a Deferred Standing Agreement must be submitted to the School of Administrative Studies within one week of the missed exam. Deferred exams are written during the next semester. No make-up dates will be offered during this term.

**See Course Weighting below.**

**Weighting of Course:** 4410A SU 2021

Details of topics and expectations for assignments will be posted to the course website.

<b>Component</b>	<b>Grade Value</b>	<b>Due Date</b>
<b>Mini Submissions</b> Individuals present on newspaper/magazine articles, web postings, etc. concerning strategic HR issues,	10%	Throughout the term. Details are posted on the class website.
<b>Mid-term Assignment: Individual Literature Review/Paper</b>  Details are found on the class Moodle site	40%	Due: June 28 Marked papers to be returned July 9 or earlier.  There will be no make-up for students who do not submit their papers on time.
<b>Group Papers:</b> See details on Moodle	30%	Papers due TBA Marked papers to be returned TBA  Full details to be discussed in class.
<b>Final Examination:</b> This will normally be a case analysis. To be confirmed. Exam to be held in the last week of classes.	20%	Date to be discussed. This will be an open book exam.

**Weighting of Course:**

<b>Individual Paper</b>	<b>40%</b>
<b>Group report</b>	<b>30%</b>
<b>Class participation</b>	<b>10%</b>
<b>Final exam</b>	<b>20%</b>
<b>Total</b>	<b>100%</b>

#### Grading Scheme and Feedback Policy

The Senate Grading Scheme and Feedback Policy stipulates that (a) the grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) be announced, and be available in writing, within the first two weeks of class, and that, (b) under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade (see the policy for exceptions to this aspect of the policy - <http://www.yorku.ca/secretariat/legislation/senate/gradfeed.htm>)

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

#### "20 % 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). (Approved by Senate, November 28, 1996)

**Last Revised: May 9, 2021**