

**YORK UNIVERSITY  
SCHOOL OF HUMAN RESOURCES MANAGEMENT  
ISSUES IN HUMAN RESOURCE MANAGEMENT  
HRM 4440 M 3.0 (Winter 2022)**

**Class Time: Tuesday, 11:30-14:30**  
**Classroom: ACW 002**

Instructor: Dr. Gordon Wang  
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Office: Atkinson 121  
Office Hours: By appointment

**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 for Class	Topic	Text
1	January 11	Course Overview & Introduction	Assigned articles and related materials
2	January 18	Issues in Strategic HRM	Assigned articles and related materials
3	January 25	Issues in Staffing	Assigned articles and related materials <b><i>Students to Form into Groups</i></b>
4	February 1	Issues in Training and Development	Assigned articles and related materials
5	February 8	Issues in Performance Management	Assigned articles and related materials
6	February 15	Issues in Compensation	Assigned articles and related materials
7	<b>Reading Days, No Lecture</b>		
8	March 1	Writing Individual Paper, No Lecture	<b><i>Individual Paper Due at 14:30, March 1</i></b>
9	March 8	Issues in Employee Relations	Assigned articles and related materials
10	March 15	Issues in Occupational Health and Safety	Assigned articles and related materials
11	March 22	Issues in Organizational Change	Assigned articles and related materials
12	March 29	Issues in HR Professionalism	Assigned articles and related materials
13	April 5	Group Presentations and Wrap-Up	<b><i>Group Project Report Due at 11:30 am, April 5</i></b>
TBA	<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:

Class Participation:	20%
Individual Paper (Mid-Term Assignment):	20%
Group Project:	25%
Comprehensive Exam:	35%

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.

### **Class Participation: 20%**

Due to the nature of this course, class participation is essential. Students will be expected to do the assigned readings on time and come prepared for class discussions. In-class discussions will be deeper and more insightful if students have all come to class to discuss the material. Students will be awarded points each class if engaging in quality discussions. Details will be provided in class.

### **Individual Paper (Mid-Term Assignment): 20%**

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 a specific challenge to HR management.

The format of individual paper is 2,100-2,400 words (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 in class.

### **Group Project: 25%**

The class will be formed into groups of 5-6 students in the third class. Each group will study a given company for potential issues in its HRM, and then develop solutions for the company to address these issues.

The group project has two components: a written report (15%) and presentation (10%).

The written report must be handed to the instructor before the group presentation. The format of group project report is 3,000-3,300 words (excluding any appendices or references), double spaced, 1" margins on all sides, and 12-point Times New Roman font. The report must include a list of articles cited, using the APA style. The report will be evaluated on style (grammar, etc.) and content (the extent and quality of research, analysis, and recommendations).

Each group will present its study report at the end of semester. Details will be provided in class.

### **Comprehensive Exam: 35%**

The final exam will be held during the formal examination period for the semester. It is imperative that students attend the comprehensive exam since **there will be no other alternative date to write the comprehensive exam.**

The comprehensive exam is open-book and cumulative. The format will be scenario-based short-essay questions. Details will be provided closer to the 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/acadhonesty.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/>