



**York University
School of Human Resource Management**

Course Outline

**HRM 4410 M
*Strategic Human Resources Management***

WINTER 2022

Credits: 3.0

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

Location: TBD

Instructor: Dr. Michael McGarry

Email: mmcgarry@yorku.ca

Office Hours: TBD and meetings online via Zoom on request

Course Description

This course examines the emergence and evolution of human resources as a strategic business partner. Through focused discussion of topics ranging from strategic planning, leveraging data and technologies, talent management, organization 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, group assignments, and a midterm exam.

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 Texts

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

Arthur Yeung and Dave Ulrich *Reinventing the Organization* (Brighton MA: Harvard Business Review Press, 2019)

PowerPoint slides for each week's topic will be available for download from the course eClass page before each class.

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

Week	Date & Time of Synchronous Class	Topics	Readings, Asynchronous Activities, Notes & Deadlines	Assignments Due
1	January 12 11:30 am to 2:30 pm	Overview of the Course / Introduction: The Past, Present and Future of Human Resource Management / Human Resources and Competitive Advantage	<ul style="list-style-type: none"> • Live presentation and discussion 	Due dates for assignments and dates for exams are marked in bold
2	January 19 11:30 am to 2:30 pm	Strategy and Planning Revisited / Tangling with Intangibles: The Factors that Influence Strategy	<ul style="list-style-type: none"> • Read chapter 1 of Ulrich and Smallwood and review PowerPoint slides • Live presentation and discussion 	
3	January 26 11:30 am to 2:30 pm	Strategizing for Growth / Talent Management: Matching Strategy to Skill / Building Organizational	<ul style="list-style-type: none"> • Read chapters 3, 4 and 5 of Ulrich and Smallwood and review PowerPoint slides 	

Week	Date & Time of Synchronous Class	Topics	Readings, Asynchronous Activities, Notes & Deadlines	Assignments Due
		Capabilities	<ul style="list-style-type: none"> • Live presentation and discussion 	
4	February 2 11:30 am to 2:30 pm	Culture: Creating a Shared Mindset / Speed: First Beats Best / Management Frameworks: The Learning Organization and Beyond	<ul style="list-style-type: none"> • Read chapters 6, 7 and 8 of Ulrich and Smallwood and review PowerPoint slides • Live presentation and discussion 	
5	February 9 11:30 am to 2:30 pm	Making Teamwork Work / Collaboration: It Takes More Than Two to Intangible / Leadership I: Building / Leadership II: Succeeding Midterm Exam Review	<ul style="list-style-type: none"> • Read chapters 9, 10, 11 and 12 of Ulrich and Smallwood and review PowerPoint slides • Live presentation and discussion 	ASSIGNMENT #1
6	February 16 11:30 am to 2:30 pm	MIDTERM EXAM		MIDTERM EXAM
7	February 23	Winter Reading Week		
8	March 2 11:30 am to 2:30 pm	A New Organization / Strategic Agility	<ul style="list-style-type: none"> • Read chapters 1 and 3 of Yeung and Ulrich and review PowerPoint slides • Live presentation and discussion 	
9	March 9 11:30 am to 2:30 pm	Ecosystem Capabilities / Culture (Revisited)	<ul style="list-style-type: none"> • Read chapters 4 and 6 of Yeung and Ulrich and review PowerPoint slides • Live presentation and discussion 	

Week	Date & Time of Synchronous Class	Topics	Readings, Asynchronous Activities, Notes & Deadlines	Assignments Due
10	March 16 11:30 am to 2:30 pm	Performance Accountability / Idea Generation	<ul style="list-style-type: none"> • Read chapters 7 and 8 of Yeung and Ulrich and review PowerPoint slides • Live presentation and discussion 	
11	March 23 11:30 am to 2:30 pm	Talent Pipeline / Collaboration (Revisited)	<ul style="list-style-type: none"> • Read chapters 9 and 11 of Yeung and Ulrich and review PowerPoint slides • Live presentation and discussion 	
12	March 30 11:30 am to 2:30 pm	Leadership (Revisited) / Transforming Your Organization	<ul style="list-style-type: none"> • Read chapters 12 and 13 of Yeung and Ulrich and review PowerPoint slides • Live presentation and discussion 	
13	April 6 11:30 am to 2:30 pm	A New Blueprint for SHRM	<ul style="list-style-type: none"> • Live presentation and discussion 	ASSIGNMENT #2

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

Learning Outcomes

Upon successful completion of this course the student will be able to:

1. Recognize the features and characteristics of strategic human resource management.
2. Understand the complex relationships between business strategy and human resource management.
3. Identify and evaluate key HR and HR-related issues that impact organisational performance.
4. Identify various ways in which HRM can be strategically deployed within organisations to enhance total organizational performance.
5. Apply strategic human resource management techniques to support the achievement of the organisation's strategic goals.

6. Integrate human resources management into strategic thinking, planning, and operation of the organisation.
7. Identify, design, and deploy interventions to generate strategic commitment among staff, stakeholders, and business partners.
8. Design and employ various management and leadership practices with appropriate sensitivity and responsiveness to organizational needs and objectives.
9. Contribute effectively to contemporary organizations while applying awareness of the complexity and importance of strategic human resource management.

Grading Policies

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

Participation	15%
Assignment #1	25%
Midterm Exam	25%
Assignment #2	35%

Performance Standards/Participation: To achieve a full grade for participation, students must demonstrate ongoing engagement with the main topics discussed during class presentations. This can be accomplished through posing questions, emailing the Instructor questions and observations, and offering insights during office hour discussions. Participation marks can also be achieved by posting on the eClass discussion forum with entries that reflect on assigned chapters and related topics. A selection of questions to post in response to will be offered. Students should respond to other students' posts during the semester.

It is important to realize that the frequency or length of posts are not the only criteria for success. Students are responsible for creating posts that offer background research or informed insights based on personal experience. Students may also challenge or elaborate on the views of others and/or provide other resources to support their views. Other sources should not be simply cut and pasted into posts; ideas drawn from them should be integrated into posts. Sources (other than the textbooks) should be properly cited if

reference material is used. This will help others find the source if they are interested.

It is also important to keep in mind that human resources practice is highly collaborative, and so participating regularly in online class discussions greatly assists in the development of professional acumen.

Examinations: A midterm exam will be delivered online and is worth 25% of the overall grade for the course. The exam will be comprised of short answer questions, case studies, and essay questions.

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.

Assignments: There will be two assignments. The first, which is worth 25% of the overall grade, will require pairs of students to craft a report of approximately 6 to 8 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 teams. Teams 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 team will write a report of 15 to 20 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.

Important Information for Students

Appropriate conduct is expected from all students. Appropriate conduct pertains to regular online attendance, active posting/participation in online discussions and chats, 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.

Any instance of uncivil 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 (SHRM) reviews all final grades. SHRM reserves the right to modify grades in order to maintain academic 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/>

Note **religious observance** policy:

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

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/>

Note **policy on grade scheme and feedback**:

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

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:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>