

York University School of Human Resource Management  
*HRM 2600 – Human Resources Management<sup>1</sup>*

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Term	Section	Credits	Day/Time	Location
WINTER 2023	M (LECT)	3.0	M 11:30 AM – 2:30 PM	CLH-J
WINTER 2023	N (ONL)	3.0	Not Applicable	Virtual

**Dr. Souha R. Ezzedeem, Associate Professor of HRM**  
E-mail: [souha@yorku.ca](mailto:souha@yorku.ca) **Virtual Office Hours:** By appointment

**SECTION M**

HRM 2600/Section M is a LECTURE class with all materials, video recordings, assignments, and examinations available online on eClass.

Classes meet on campus except the midterm review session, midterm examination, and final examination, which take place online/on eClass.

**SECTION N**

HRM 2600/Section N is an ONLINE class with all materials, video recordings, assignments, and examinations available online on eClass. There will be no in-person activities on campus.

The midterm takes place at a specific date/time: February 27 2023 7:00 PM – 8:30 PM

Please ensure that you are able to make that time before signing up for the class.

**CATALOGUE DESCRIPTION:** This course examines a number of issues in Canadian human resources management including: human resources planning, recruitment, selection, performance appraisal, industrial relations, and training and development.

**PREREQUISITES/CO-REQUISITES: AP/ADMS 1000 3.00.** Students in the BAS/BHRM programs, HRM Minor students, and Certificate students may take AP/ADMS 1000 3.00 concurrently with AP/HRM 2600 3.00. Students are responsible to ensure that they have these required prerequisites or they run the risk of being dropped from the course at any time during the term. Please contact the School of HRM in ATK 150 or via e-mail at [lapsshrm@yorku.ca](mailto:lapsshrm@yorku.ca) for all registration matters.

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<sup>1</sup>**Note:** Information contained in this course outline is subject to change at any time, and the instructor reserves the right to make such changes, which will be announced in class and/or via broadcast e-mail.

## COURSE MATERIALS

**REQUIRED TEXT:** Belcourt, M., Singh, P., Snell, S. A., Morris, S., & Bohlander, G. (2023). *Managing Human Resources, 10<sup>th</sup> Canadian edition*. Toronto, ON: Cengage Canada.  
ISBN: 9780176945459

- ➔ Older but still recent editions acceptable.
- ➔ The textbook eBook will be accessible through eClass for free for a short period of time and then will continue to be accessible with purchase.

**RECOMMENDED BOOK:** Klassen, T.R. & Dwyer, J.A. (2015). *How to succeed at university (and get a great job!): Mastering the critical skills you need for school, work, and life*. Vancouver, BC: UBC Press. Available FOR FREE at:  
[https://www.ubcpres.ca/asset/20105/1/9780774838993\\_Web.pdf](https://www.ubcpres.ca/asset/20105/1/9780774838993_Web.pdf)

**INSTRUCTOR MATERIAL:** There will be nine (9) PowerPoint presentation slides available for download and video recordings of these slides available for streaming from eClass. There will also be two (2) sets of review slides, one for the midterm exam and one for the final exam.

***Please note that all class materials are copywritten and are not to be sold, shared, or posted on any kind of website or to any kind of profit-making or not-for-profit organizations. Violating copyright presents a violation of academic honesty and will be reported.***

Additional computing resources include [Student Guide to eClass](#), [Zoom@YorkU Best Practices](#), [Zoom@YorkU User Reference Guide](#), [Computing for Students Website](#), and [Student Guide to eLearning at York University](#).

## GRADING POLICIES

<b><i>Grading Criteria</i></b>	<b><i>Weight (%)</i></b>
Professional Class Conduct & Participation	10%
Two Professional Events/Workshops (5% each x2)	10%
Four On-Time Assignments (5% each x 4)	20%
Midterm Examination	30%
Final Examination	30%
<b>TOTAL</b>	<b>100%</b>

### **Professional Class Conduct & Participation (10%) – LECTURE CLASSES**

Professional class conduct involves attending class, participating in class, and displaying a consistent attitude of professionalism and courtesy towards fellow students, the course director, the class, and the university in general.

Attendance: Attendance means attending every class, arriving and leaving on time, refraining from stepping in and out of class outside of breaks, refraining from using electronic devices, and from engaging in side conversations.

Participation: Participation means participating actively and consistently in class discussions and Q&A sessions, which requires prior class preparation and your consistent attendance.

Professionalism: In addition to all the above, professionalism means taking responsibility for one's own learning, reading the course outline carefully, studying the text and presentations regularly, respecting deadlines, and reaching out to the professor with comments or questions.

### **Professional Class Conduct & Participation (10%) – ONLINE CLASSES**

Professionalism involves an overall attitude of respect, courtesy, and engagement with the instructor, students, class, and the university in general. In a remote environment specifically, professional conduct means taking responsibility for one's own learning, being proactive in reading the course outline carefully, listening to all recorded lectures, studying all PowerPoint presentations, reading all assigned textbook readings regularly, submitting all assignments on time, and reaching out to the professor with any comments or questions.

In this class, professional class conducts will be also evaluated in terms of the student's engagement with the course and instructor, courtesy in online communication, and participation in online forums and/or galleries on eClass.

### **Attending Two (2 x 5% each) Professional Events/Workshops (10%) – NO LATE SUBMISSIONS**

To encourage undergraduate students to engage with the many developmental opportunities available on/off campus, students will be given Pass/Fail credit for attending two professional events, workshops, webinars, or online courses *of their choice* during the semester in question – for example, a resume workshop hosted by the Career Centre, a job search event hosted by a student club such as the Human Resource Students Association, or an online course on personal branding on LinkedIn Learning.

Attend two events any time during the semester, obtain some kind of proof of attendance – these could include but not limited to: electronic letters of registration, certificates, attestations of attendance, screenshots of registration etc. Upload your proof of attendance on eClass. As long as your evidence of attendance indicates 1) your name and 2) the event attended, your submission should be fine. **Please do not ask me to review your evidence ahead of time.**

### **Completing Four (4 x 5% each) Assignments (20%) – NO LATE SUBMISSIONS**

Students will be given Pass/Fail credit for completing four assignments. These will be answers to essay questions that require you to apply class learning. Write and proof your answer in a Word document and then copy-paste into the space provided.

1. Answer the essay question in no more than 500 words including notes and references.
2. You're welcome to cite the textbook, the PPT slides, and any external sources.
3. Cite all sources correctly using either MLA or APA.
4. Make sure you click <Submit>. Assignments still in <Draft> will not be marked.
5. Assignments are due no later than midnight on the date indicated.

**Examinations (60%):** You will have two (2) examinations, a midterm examination (30%) and a non-cumulative final examination (30%), which will be held during the final examination period. Information about examination content and format can be found on eClass.

**All exams take place on eClass. Please consult the course outline and/or eClass for date and time information. Ensure that you are present for these examinations, as there will be NO make-ups and NO exceptions:**

Missed Midterms: Providing documentation for missing the midterm will result in a shifting of the weight to the final examination.

Missed Finals: Students unable to attend the final examination can apply for deferral.

### **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.”**

Students should review the Senate policy for themselves:

<http://www.yorku.ca/univsec/policies/document.php?document=69>

Students are encouraged to review the interactive online Tutorial on academic integrity:

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

## A FEW MORE LINKS

1. Religious Observance:  
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>
2. Grade Scheme and Feedback Policy:  
<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>
3. Student Rights and Responsibilities:  
<http://oscr.students.uit.yorku.ca/student-conduct>
4. Student Accessibility Services:  
<https://accessibility.students.yorku.ca/>
5. Student Papers & Academic Research Kit [SPARK]:  
<https://spark.library.yorku.ca>
6. SPARK – Academic Integrity Modules:  
<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>
7. Deferred Standing Request for HRM courses:  
<http://shrm.laps.yorku.ca/students/deferred-exam-request/>
8. Student Counselling & Development:  
<https://counselling.students.yorku.ca/>
9. Alternate Exam/Testing Scheduling Centre:  
<http://altexams.students.yorku.ca/>

## CLASS SCHEDULE – SECTION M (LECTURE)

### **Session 1: Monday January 9 2023**

**PRE-RECORDED INTRODUCTION:** Course Introduction + Outline Overview

### **Session 2: Monday January 16 2023**

**PRE-RECORDED VIDEOS + PPT:** 1. HRM and HR Strategy

**Textbook:** Chapter 1 – The World of Human Resources Management

**Textbook:** Chapter 2 – Strategy and Human Resources Planning

### **Session 3: Monday January 23 2023**

**PRE-RECORDED VIDEOS + PPT:** 2. Equity and Diversity in HRM

**Textbook:** Chapter 3 – Equity, Diversity, and Inclusion: The Legal Environment

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 1: You have been recently hired by one of the major Canadian banks to improve the financial institution record on equity, diversity, and inclusion. As the new equity and diversity officer, how would you go about addressing the organization’s diversity and inclusion profile?**

### **Session 4: Monday January 30 2023**

**PRE-RECORDED VIDEOS + PPT:** 3. HR Planning, Work Design, and Job Analysis

**Textbook:** Chapter 2 – Strategy and Human Resources Planning

**Textbook:** Chapter 4 – Job Analysis and Work Design

### **Session 5: Monday February 6 2023**

**PRE-RECORDED VIDEOS + PPT:** 4. The Hiring Process

**Textbook:** Chapter 5 – Expanding the Talent Pool: Recruitment and Careers

**Textbook:** Chapter 6 – Employee Selection

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 2: As the recruitment director for a start-up technology firm, you have been tasked with recruiting and hiring experienced managers to aid in the growth of the company. What steps would you take to ensure that the company will be managed in accordance with its growth?**

### **Session 6: Monday February 13 2023**

**MIDTERM EXAM STUDY WEEK – NO CLASS ON CAMPUS**

**MIDTERM REVIEW SESSION ON ZOOM**

**DATE: Monday February 13 TIME: 7:00 PM – 9:00 PM**

**\*\*\* WINTER READING WEEK (FEBRUARY 18-24) \*\*\***

### **Session 7: Monday February 27 2023**

**MIDTERM EXAMINATION (Presentations 1, 2, 3, and 4)**

**EXAM IS ON ECLASS – NO CLASS ON CAMPUS**

**DATE: Monday February 27 TIME: 11:30 AM – 1:00 PM**

### **Session 8: Monday March 6 2023**

**PRE-RECORDED VIDEOS + PPT:** 5. Training, Development, and Performance Appraisal

**Textbook:** Chapter 7 – Training and Development

**Textbook:** Chapter 8 – Performance Management

### **Session 9: Monday March 13 2023**

**PRE-RECORDED VIDEOS + PPT:** 6. Total Compensation

**Textbook:** Chapter 9 – Managing Compensation

**Textbook:** Chapter 10 – Pay-for-Performance: Incentive Rewards

**Textbook:** Chapter 11 – Employee Benefits

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 3: You have been recently promoted to the position of Total Compensation manager for your firm, a retail company specializing in sustainable clothing. There has been a trend of poor performance and high turnover among sales staff. You have been tasked with recommending a total compensation system that could improve performance and reduce turnover rates. What would you recommend for fixed, variable, and benefits compensation?**

### **Session 10: Monday March 20 2023**

**PRE-RECORDED VIDEOS + PPT:** 7. Promoting Safety and Health

**Textbook:** Chapter 12 – Promoting Safety and Health

### **Session 11: Monday March 27 2023**

**PRE-RECORDED VIDEOS + PPT:** 8. Employee Rights and Collective Bargaining

**Textbook:** Chapter 13 – Employee Rights and Discipline

**Textbook:** Chapter 14 – The Dynamics of Labour Relations

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 4: You are a union organizer for CUPE – the Canadian Union of Public Employees – and have recently been contacted by members of a local college interested in unionizing. What advice would you give them regarding the necessary steps towards unionization?**

### **Session 12: Monday April 3 2023**

**PRE-RECORDED VIDEOS + PPT:** 9. International Human Resource Management

**Textbook:** Chapter 15 – International Human Resources Management

- ➔ **DEADLINE TO SUBMIT PROFESSIONAL EVENT/WORKSHOP ATTENDANCE LETTERS**

### **Session 13: FINAL EXAMINATION**

**FINAL EXAMINATION (Presentations 5, 6, 7, 8, 9)**

**EXAM IS ON ECLASS.**

**EXAM WILL BE HELD DURING FINAL EXAM PERIOD (April 12-27).**

**DATE/TIME WILL BE ANNOUNCED AS SOON AS POSSIBLE.**

☺ **THANK YOU AND HAVE A GOOD END OF SEMESTER** ☺

## CLASS SCHEDULE – SECTION N (ONLINE)

### **Session 1: Monday January 9 2023**

**PRE-RECORDED INTRODUCTION:** Course Introduction + Outline Overview

### **Session 2: Monday January 16 2023**

**RECORDED SESSIONS + PPT:** 1. HRM and HR Strategy

**Textbook:** Chapter 1 – The World of Human Resources Management

**Textbook:** Chapter 2 – Strategy and Human Resources Planning

### **Session 3: Monday January 23 2023**

**RECORDED SESSIONS + PPT:** 2. Equity and Diversity in HRM

**Textbook:** Chapter 3 – Equity and Diversity in Human Resources Management

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 1: You have been recently hired by one of the major Canadian banks to improve the financial institution record on equity, diversity, and inclusion. As the new equity and diversity officer, how would you go about addressing the organization’s diversity and inclusion profile?**

### **Session 4: Monday January 30 2023**

**RECORDED SESSIONS + PPT:** 3. HR Planning, Work Design, and Job Analysis

**Textbook:** Chapter 2 – Strategy and Human Resources Planning

**Textbook:** Chapter 4 – Job Analysis and Work Design

### **Session 5: Monday February 6 2023**

**RECORDED SESSIONS + PPT:** 4. The Hiring Process

**Textbook:** Chapter 5 – Expanding the Talent Pool: Recruitment and Careers

**Textbook:** Chapter 6 – Employee Selection

- ➔ **DISCUSSION FORUM #1: Submit an original post to the discussion forum, sharing an article from the popular press, a news article, or a research study pertaining to any of the topics covered in Presentations 1-4. Share brief thoughts about your post and take a moment to comment on your classmates’ posts.**
- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 2: As the recruitment director for a start-up technology firm, you have been tasked with recruiting and hiring experienced managers to aid in the growth of the company. What steps would you take to ensure that the company will be managed in accordance with its growth?**

### **Session 6: Monday February 13 2023**

**MIDTERM EXAM STUDY WEEK**

**MIDTERM REVIEW SESSION ON ZOOM**

**DATE: Monday February 13 TIME: 7:00 PM - 9:00 PM**

**\*\*\* WINTER READING WEEK (FEBRUARY 18-24) \*\*\***



### **Session 7: Monday February 27 2023**

**MIDTERM EXAMINATION (Presentations 1, 2, 3, and 4)**

**EXAM IS ON ECLASS**

**DATE: Monday February 27 TIME: 7:00 PM – 8:30 PM**

### **Session 8: Monday March 6 2023**

**RECORDED SESSIONS + PPT:** 5. Training, Development, and Performance Appraisal

**Textbook:** Chapter 7 – Training and Development

**Textbook:** Chapter 8 – Performance Management

### **Session 9: Monday March 13 2023**

**RECORDED SESSIONS + PPT:** 6. Total Compensation

**Textbook:** Chapter 9 – Managing Compensation

**Textbook:** Chapter 10 – Pay-for-Performance: Incentive Rewards

**Textbook:** Chapter 11 – Employee Benefits

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 3: You have been recently promoted to the position of Total Compensation manager for your firm, a retail company specializing in sustainable clothing. There has been a trend of poor performance and high turnover among sales staff. You have been tasked with recommending a total compensation system that could improve performance and reduce turnover rates. What would you recommend for fixed, variable, and benefits compensation?**

### **Session 10: Monday March 20 2023**

**RECORDED SESSIONS + PPT:** 7. Promoting Safety and Health

**Textbook:** Chapter 12 – Promoting Safety and Health

### **Session 11: Monday March 27 2023**

**RECORDED SESSIONS + PPT:** 8. Employee Rights and Collective Bargaining

**Textbook:** Chapter 13 – Employee Rights and Discipline

**Textbook:** Chapter 14 – The Dynamics of Labour Relations

- ➔ **DEADLINE TO SUBMIT ASSIGNMENT 4: You are a union organizer for CUPE – the Canadian Union of Public Employees – and have recently been contacted by members of a local college interested in unionizing. What advice would you give them regarding the necessary steps towards unionization?**

### **Session 12: Monday April 3 2023**

**RECORDED SESSIONS + PPT:** 9. International Human Resource Management

**Textbook:** Chapter 15 – International Human Resources Management

- ➔ **DISCUSSION FORUM #2: Submit an original post to the discussion forum, sharing an article from the popular press, a news article, or a research study pertaining to any of the topics covered in Presentations 5-9. Share brief thoughts about your post and take a moment to comment on your classmates' posts.**
- ➔ **DEADLINE TO SUBMIT PROFESSIONAL EVENT/WORKSHOP ATTENDANCE LETTERS**

**Session 13: FINAL EXAMINATION**

**FINAL EXAMINATION (Presentations 5, 6, 7, 8, 9)**

**EXAM IS ON ECLASS**

**EXAM WILL BE HELD DURING FINAL EXAM PERIOD (TBC).**

**DATE/TIME WILL BE ANNOUNCED AS SOON AS POSSIBLE.**

😊 **THANK YOU AND HAVE A GOOD END OF SEMESTER** 😊