

**YORK UNIVERSITY
SCHOOL OF HUMAN RESOURCE MANAGEMENT
FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
HRM 4410 A (Fall 2023)
STRATEGIC HUMAN RESOURCES MANAGEMENT**

Instructor: Linda Love, MHRM, BA, CHRL

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CLASS INFORMATION

Day: Wednesday

Class Times: 11:30 a.m. to 2:30 p.m.

Room location: HNE401

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, organizational culture and development, team building, client service, leadership and corporate social responsibility, students will be invited to think critically about how human resources can support and lead a 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 lecture, in-class group exercises, group assignments and a midterm exam.

RECOMMENDED TEXT

How Leaders Build Value: Using People, Organization, and Other Intangibles to Get Bottom-Line Resources. David Ulrich and Norm Smallwood: Hoboken, N.J: Wiley, 2006.

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 enrolment and all matters pertaining to course registration should be directed to the School of Human Resources Management.

LEARNING OUTCOMES

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

- Recognize the features and characteristics of strategic human resource management.
- Understand the complex relationship between business strategy and human resource management.
- Identify and evaluate key HR and HR-related issues that impact organizational performance.
- Identify various ways in which HRM can be strategically deployed within organizations to enhance total organizational performance.
- Apply strategic human resource management techniques to support the achievement of organization's strategic goals.
- Integrate human resources management into strategic thinking, planning, and operation of the organization.
- Identify, design, and deploy interventions to generate strategic commitment among staff, stakeholders, and business partners.
- Design and employ various management and leadership practices with appropriate sensitivity and responsiveness to organizational needs and objectives.
- Contribute effectively to contemporary organizations while applying awareness of the complexity and importance of strategic human resource management.

COURSE EVALUATION

NOTE: Students must complete all aspects of the course, there is NO facility to transfer marks from one component to the next.

Attendance and Participation	10%
Group – Weekly In-Class Assignments	15%
Mid Term Exam	35%
Group Project – SHRM Topic	35%
Group Project – Peer Evaluation	5%
Total	100%

COURSE FORMAT AND METHODS OF LEARNING:

- This course will include the following elements: class participation, readings in the textbook and other material, individual written papers, group projects and assignments. This is a **highly interactive** course that requires students to remain up to date with their assigned work and contribute during each lecture.
- Strategic Human Resource Management will be taught in a three-hour format. The first half of the lecture will be focused on “knowledge” which will be comprised of taking up and discussing the text and assigned reading to clarify the theories and concepts.
- The second half of the class will be comprised of an in-class workshop where students will be asked to work on exercises/activities that reinforce learning that relates to “knowledge/skills” that were discussed in the first half of the class. Students may be asked to work individually or in groups.

To get the most out of class it is expected that the students will come to class with the reading materials completed. Students should come to class prepared to engage in class discussions.

ATTENDANCE AND PARTICIPATION – 10%

Attendance: 5%

It is expected that the student will attend every class on time and stay for the entire session. Attendance means attending every class, arriving on time, leaving on time, refraining from leaving the class until break time or dismissal, always displaying civility towards the class, and refraining from using electronic devices and engaging in conversations.

- Attendance will be taken at the end of each class.
- If you intend to be absent, please notify your instructor 24 hours in advance.
- To obtain religious accommodation for an absence, the student must notify the instructor of their intention to be absent from class on their day(s) of religious observance at the beginning of the term.

Class Participation: 5%

Participation is paramount to successful course outcomes. Please ensure that you come prepared to class. Complete the assigned readings prior to coming to class so that you can actively participate in class exercises/case studies and discussions.

- Participation is evaluated in-class by discussion of lectures, case studies, weekly articles, questions during student presentations.
- Each student is responsible to verbally contribute to the class discussion at least **once** every class in a meaningful way.
- Meaningful participation demonstrates that you have completed the readings.
- Most importantly, we expect you to take an active role in the discussion by asking good questions (quality, not quantity), raising interesting points, and taking seriously your role in individual and group assignments.
- Not all comments made during class are counted as participation.

EXAMINATION

MIDTERM EXAM (35%)

A mid-term exam will be held during class on October 18, 2023. The mid-term exam is a closed book exam and will include all material covered in the classes including all readings and exercises completed up to the date prior to the mid-term exam.

GROUP ACTIVITIES

Group Formation:

- Students will form groups of 4 - 5 persons. All students must be in a group by the end of the second class. These groups will remain in-tact throughout the semester and work collectively on all the group assignments. I will need a list of all members in your group, with full names and student numbers and e-mail addresses submitted by the end of the second class – **September 13, 2023**.
- These formed groups will be required to complete the following activities.

Group – Weekly In-Class Assignments - 15%

- Each week these formed groups will be required to work together in class on exercises/activities, case study analysis.
- Participation in these group – weekly in-class assignments is paramount to successful course outcomes. Please ensure that you come prepared for class. Complete the assigned readings prior to coming to class so that you can actively participate in class exercises/case studies and discussions.
- Each week, groups are responsible for verbally contributing to the class discussion on the weekly in-class assignments/case study.
- Group weekly activities/case study analysis results must be handed in after each class.

Group Project – Strategic Human Resources Management topic –35%

- This is a major course project, and you must start working on it early in the term.
- The objective of the group project is to critically identify and analyze Strategic Human Resource Management Issues and recommend constructive improvements for a specific issue within an actual organization.
- Students in the formed groups will select a “Strategic Human Resources Management Issue” topic.
- Selection of the topic and organization must be approved by the course instructor.
- Presentations will be delivered in class on **November 22** and **November 29, 2023**.

Presentation

- Each group will provide a (20 minute) presentation and (10 minute – Q & A) that outlines the topic, describes the research performed to assess the issue(s), offer an analysis that incorporates concepts and practices discussed/considered in the course, and suggest recommendations for Strategic Human Resources Management initiatives and solutions. Do not cover the entire topic you have selected. Only cover one or two main issues, within a larger topic that the company is dealing with. Groups should ensure that they clearly establish the link between corporate strategies and objectives and the proposed human resources strategy.
- The group presentation is important and will be marked on criteria such as clarity, visual aids, logic, and flow, knowledgeable about the topic area and the ability to answer questions on the project, etc.
- Although you are free to choose the organization and how you learn about its HR strategy, one suggestion is to browse Harvard Review or Ivey Cases and select a case that is of interest to you. You need NOT to cover an entire case; instead, cover one or two main issues relating to HR Strategy. You can also gather information from news/press, journals, managers and employees, your own experiences, etc.

Written Paper

- Each group will write a report 15 to 20 pages that outlines and assesses the relevant background information, identify, and examines the major issues, and offers recommendations for corrective initiatives. (Arial or times New Roman, 12 pitch, with “1” inch margins; double spaced).
- Successful reports must be clearly written and well organized, and contain evidence of critical thinking (analysis, synthesis, and evaluation) and application of key concepts, process, and important themes of the course.
 - Details of the issue that include an introduction to the company and issue, purpose of the study, importance to HR, etc.
 - Groups should ensure that they clearly establish the link between corporate strategies and objectives and the proposed human resources strategy.
 - Recommendations for the organization, on how the organization can improve/manage the issues.
 - You must have at least 5 reference sources on the subject.
 - You must also include a list of articles cited, using the APA style. Your paper will be evaluated on style (grammar, etc.) and content (the extent and quality of your research, analysis, and recommendation(s)).

This written paper must be handed to the instructor the day of the presentation.

Please note: Due to scheduling conflicts, no new dates to do your presentation will be assigned if you are unable to present on the assigned date.

Peer Evaluations – 5%

- For group work, a single grade will be given to the group. However, some team members may not receive the same grade as others if the instructor determines that not everyone contributed equally. If your group is not functioning effectively or professionally, it is your responsibility to bring this to the attention of the instructor as soon as possible.
- You will formally rate each team member at the end of the semester. The peer evaluation forms will be made available at the end of the semester. The purpose of these evaluations is to ensure that each member is making valuable contributions to group work in and outside of class consistently. Further explanation on these forms will occur in class. You should evaluate each member with regards to progress in your group assignments and presentations.
- This is a **CONFIDENTIAL** evaluation; please do not collaborate with your team members. Everyone in the class must submit a peer evaluation for his/her group. Carefully evaluate each team members' behaviour during the activities with your group and fill out the form provided to you. Late peer evaluation forms will not be accepted. Make sure that you put your group's name and your name and student number at the top of your sheet.

CLASS SCHEDULE

Week	Date of Class	Topic	Readings
1	Sept. 6	<ul style="list-style-type: none"> • Welcome! • Introduction to the course • Strategic Management/Planning Revisited 	
2	Sept. 13	<ul style="list-style-type: none"> • Tangling with Intangibles: The Factors that Influence Strategy 	Chapter 1
3	Sept. 20	<ul style="list-style-type: none"> • Strategizing for Growth • Talent Management/Matching Strategy and Skills • In-class participation 	Chapter 3 Chapter 4
4	Sept. 27	<ul style="list-style-type: none"> • Building Organizational Capabilities/Culture • In-class participation 	Chapter 5
5	Oct. 4	<ul style="list-style-type: none"> • Creating a Shared Mindset • In-class participation 	Chapter 6
	Oct. 11	Reading Week	
6	Oct. 18	Mid Term Exam	
7	Oct. 25	<ul style="list-style-type: none"> • Management Framework: The Learning Organization and Beyond • In-class participation 	Chapter 8
8	Nov. 1	<ul style="list-style-type: none"> • Accountability: Making Teamwork Work • In-class participation 	Chapter 9
9	Nov. 8	<ul style="list-style-type: none"> • Leadership I: Building • In-class participation 	Chapter 11
10	Nov. 15	<ul style="list-style-type: none"> • Leadership II: Succeeding • New Blueprint for SHRM 	Chapter 12
11	Nov. 22	Presentations	
12	Nov. 29	Presentations	

- The class schedule may be changed at the discretion of the instructor.

Important Information for Students

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 accommodations 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:

<http://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 education experience of students with special needs and to promote their full integration into the campus community. Please alert your course 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/policies /grading-scheme-and-feedback-policy/>

All students of York University must adhere to the Senate Policy on Academic Honest.

Please see:

<http://secretariat-policies.info.yorku.ca/policies/academic -honest-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 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 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/>