



Course Outline

HRM 4410 – Strategic Human Resources Management Summer 2024 Section A

Course Director: Ayesha Tabassum

Email: atabass1@yorku.ca

Day/Time: Online asynchronous

Location: eClass (<https://eclass.yorku.ca/my/>)

Office Hours: By appointment – Hours TBA

Office Location: Online (via Zoom)

Email Policy:

In the subject line, please include course number and section (HRM 4410).

Course Description

This course explores the strategic significance of human resources management within organizational contexts. We specifically examine how strategy is crafted in organizations and their alignment with human resources for effective execution. For this purpose, we take an analytical and problem-solving based approach to learn how to effectively manage human resources to contribute to sustainable competitive advantage. Relevant discussions will take place about various human resources functions ranging from staffing to employee relations to understand development of core competencies at the individual, team, and organizational levels that contribute to accomplishment of organizational goals and business strategies.

Course Objectives

By the end of this course, students should be able to

- Understand the dynamics of strategic human resources management and how it works in organizations
- Understand how human resources strategies are derived from business strategies and the process of alignment
- Recognize the underlying process through which human resources contribute to organizational success

- Identify how human resources management ensure sustainable competitive advantage
- Examine the core competencies related to human resources management
- Apply critical thinking and analysis skills to recognize and solve contemporary human resources problems

Teaching Methods

This course will be delivered through online/distance learning methods including asynchronous pre-recorded video lecture, forum discussion participation, case analysis, and practical application.

Pre-requisites

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.

Course Materials

A list of readings will be posted on eClass for each topic. These readings include seminal articles, book chapters, as well as reviews and recent research. The main takeaways of the readings will be discussed, critically analyzed, and synthesized in pre-recorded lecture and discussion forum.

PowerPoint slides and pre-recorded lecture videos for each lecture will be available on eClass for prior downloads.

Professional Conduct/Course Etiquettes

Appropriate professional conduct is expected from all students. Any instance of uncivil course conduct will lead to grade penalties and in extreme cases, expulsion.

Students are expected to be professional and respectful towards their classmates and the instructor. Some indicators of lack of professionalism include:

- Writing rude e-mails
- Crossing the boundaries in student-professor relationships
- Consistently declining feedback
- Making unreasonable requests

- Violating course policies and standards

Therefore, the students are expected to:

- Maintain email-etiquettes
- Be aware of the boundaries in student-professor relationships
- Maintain positive attitudes
- Be solution-oriented instead of complaining
- Show integrity and honesty
- Understand and follow course policies

Course Evaluation

Component	Weight/Value	Due Date
eClass Forum Discussion	10% (2% x 5)	Throughout the term
Mid-Term 1 Exam	15%	June 7, 2024
Op-Ed Writing	10%	June 28, 2024
Mid-Term 2 Exam	15%	July 12, 2024
Team Case Analysis	25%	July 26, 2024
Final Exam	25%	TBA
Total		100%

*** Check important dates for add/drop/withdrawal of courses in Registrar Office's site:
<https://registrar.yorku.ca/enrol/dates/2023-2024/summer>

eClass Forum Discussion

The students are expected to participate in online discussions throughout the semester. Five discussion posts will be available on eClass at different points of time. Discussions will open on the first day of the week and will close on the last day of the week. Please make sure to submit the discussion posts on time. Once a module's discussion board is closed, the late responses will not be accepted. The students will be graded on both participation and the quality of discussion or answers.

Op-Ed Writing

The student will choose a strategic human resources management topic and read 3 journal articles (from the recommended journal list) on this topic. The student will, then, write up an Op-Ed (1500 words) citing the papers they read. Detailed instructions and grading rubric will be available on eClass. This is an individual assignment.

Mid-Term Exam

The objective is to evaluate the strategic human resources management knowledge and skills learned throughout the semester. Please refer to course evaluation table above to find

the date of mid-term exam. The students must attend the quizzes online via eClass on the scheduled day and time. The exam time and content will be announced later on eClass. The exam may include MCQs, True/False, short-answer questions, medium-length questions, and case analysis.

Team Case Analysis

The objective is to demonstrate and evaluate the strategic human resources management knowledge and skills at various points of time during the semester through lectures and other activities. The student teams will be assigned with a Harvard Business Review (HBR) case by the course director, which the students need to assess, solve, and write a report. Each team will consist of five students. Detailed instructions on team case analysis including case purchasing instructions, case analysis report instructions, and evaluation rubric will be available on eClass.

Final Exam

The objective is to evaluate the strategic human resources management knowledge and skills learned throughout the semester. Hence, this is a comprehensive exam which covers all the content learned throughout the semester. Please refer to course evaluation table above to find the date of final exam. The students must write the examination online via eClass on the scheduled day and time. The exam time will be announced later on eClass. The exam may include MCQs, True/False, short-answer questions, medium-length questions, and case analysis. Students who miss the final exam need to contact the undergraduate office of the School of Human Resource Management about deferral exams.

Late Assignments

The students are responsible for finding out the deadlines for assignments and presentations from course outline and eClass. Late submission of assignments will be subject to a **penalty of 2% per day**. Students who anticipate difficulty meeting an assignment deadline should inform the instructor before the deadline (the only exception is serious illness with doctor's note).

Course Schedule

Week/Date	Topic/Readings*
Week 1 Week of May 6	What is strategy and why is it important?
Week 2 Week of May 13	Environmental scanning and strategic planning

Week 3 Week of May 20	Strategic human resources management process Human resource competencies, strategies, and competitive advantage
Week 4 Week of May 27	Strategic talent acquisition
Week 5 Week of June 3	Strategic training and development
Week 6 Week of June 10	Strategic performance management
June 18-21	Summer break - No class
Week 7 Week of June 24	Strategic reward management
Week 8 Week of July 1	Strategic human resources management and employee well being
Week 9 Week of July 8	The role of technology in human resources management
Week 10 Week of July 15	Diversity, equity and inclusion Leadership and strategic human resources management
Week 11 Week of July 22	Change management and human resources management
Week 12 Week of July 29	Strategic human resources management in the era of telework

*Topics and readings are subject to change

Academic Policies and Information

Academic Integrity

Plagiarism and other academic offences will not be tolerated at York University. Academic discipline ranges from a mark of zero on an exam or assignment to dismissal from the University. For important information see [York University's Academic Integrity website \(https://www.yorku.ca/unit/vpacad/academic-integrity/\)](https://www.yorku.ca/unit/vpacad/academic-integrity/).

See also the [SPARK student resources \(https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/\)](https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/) to learn about academic integrity. Also read <http://www.yorku.ca/univsec/policies/document.php?document=69>

Please review the interactive online tutorial on academic integrity:
<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Writing/Citing/Bibliography Resources

- Learn about academic writing at [SPARK Academic Research Kit \(https://spark.library.yorku.ca/\)](https://spark.library.yorku.ca/).
- Learn to search [York University Library database \(https://spark.library.yorku.ca/research-strategies-searching-the-library-catalogue/\)](https://spark.library.yorku.ca/research-strategies-searching-the-library-catalogue/) to find peer-reviewed journal article.

Make sure to learn in-text citation and bibliography/reference list preparation to avoid the risk of plagiarism.

- [SPARK Student Resources: https://spark.library.yorku.ca/wp-content/themes/glendonits-spark-20151125/resources/APA%20Style%20Overview.pdf](https://spark.library.yorku.ca/wp-content/themes/glendonits-spark-20151125/resources/APA%20Style%20Overview.pdf)
- [APA 7th Edition Guidelines: https://apastyle.apa.org/style-grammar-guidelines/references/examples](https://apastyle.apa.org/style-grammar-guidelines/references/examples)
<https://apastyle.apa.org/style-grammar-guidelines/citations>
- **Grade Scheme and Feedback Policy:**
<http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>
- **Deferred Standing Request for HRM courses:**
<http://shrm.laps.yorku.ca/students/deferred-exam-request/>
- **Alternate Exam/Testing Scheduling Centre:**
<http://altexams.students.yorku.ca/>
- **Religious Observance:**
<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>
- **Student Rights and Responsibilities:**
<http://oscr.students.uit.yorku.ca/student-conduct>
- **Student Accessibility Services:**
<https://accessibility.students.yorku.ca/>
- **Student Papers & Academic Research Kit [SPARK]:**
<https://spark.library.yorku.ca>
- **Student Counselling & Development:**
<https://counselling.students.yorku.ca/>

Thank You and Wish You All the Best for the Semester! 😊