



YORK UNIVERSITY  
SCHOOL OF HUMAN RESOURCE MANAGEMENT  
FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES  
HRM 4410 A, Fall 2024

**Strategic Human Resources Management**

**Course Director:**

Shah Ali, MHRM, CHRP  
Email: shaha@yorku.ca

**Time:** Wednesday's at 11:30am

**Location:** Stedman Lecture Hall (SLH) 107

**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.

**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 TEXTBOOK:**

Mello, *Strategic Human Resources Management*, 6<sup>th</sup> Edition Cengage Education Ltd 2024

There will be required readings that I will post on eClass on a weekly basis.

**Course Website:**

I will use eClass to facilitate communication to and from students. Note that eClass will be the main venue through which lecture slides/PowerPoints will be posted, as well as up-to-date notices about the course, and your course grades. Please check the site as well as your YorkU email regularly for course related updates and information.

**Lectures:** I will upload the PowerPoint slides on eClass for each chapter on a weekly/bi-weekly basis. My lectures will be in person.

**COURSE ORGANIZATION:**

Certain chapters have “de-emphasize” notes listed below. This does not mean that you can skip them altogether. It means that while you must understand these topics and why they are discussed, you will not be expected to answer very detailed questions relating to them.

<b>Date</b>	<b>Topic</b>	<b>Chapter</b>
Sept 4 <sup>th</sup>	Introduction to the course: Discussion on course outline and performance evaluation. Strategic HRM and An Investment Perspective of HRM	Chapter 1
Sept 11 <sup>th</sup>	Strategic Management	Chapter 2
	The Evolving/Strategic Role of HRM	Chapter 3
Sept 18 <sup>th</sup>	Diversity and Inclusion in the Workplace	Chapter 4
	Strategic Workforce Planning	Chapter 5
Sept 25 <sup>th</sup>	Design & Redesign of Jobs and Work Systems	Chapter 6
	Employment Law	Chapter 7
Oct 2 <sup>nd</sup>	Strategic Talent Sourcing & Acquisition	Chapter 8
Oct 9 <sup>th</sup>	Learning & Development	Chapter 9
<b>Oct 16<sup>th</sup></b>	<b>No Class - Reading week</b>	
<b>Oct 23<sup>rd</sup></b>	<b>Midterm exam on Chapters 1- 8</b>	
Oct 30 <sup>th</sup>	Performance Management & Feedback	Chapter 10
	Strategic Compensation	Chapter 11

Nov 6 <sup>th</sup>	Labour Relations (De-emphasize the US content and laws – see the slides for detailed Canadian content)  Employee Termination & Retention Management	Chapter 12  Chapter 13
Nov 13 <sup>th</sup>	Global HRM	Chapter 14
Nov 20 <sup>th</sup>	<b>Presentations Day 1</b>	
Nov 27 <sup>th</sup>	<b>Presentations Day 2</b> <b>Research Paper is Due – Upload via eClass</b>	
<b>Final Exam</b>	<b>See YorkU Exam Schedule (Chapters 9-14)</b> <b>(See also announcements on eClass)</b>	

\*Class schedule may be changed at the discretion of the Instructor.

### **Specific Course Learning Objectives:**

This course will provide a general overview of common approaches in the field of Human Resources Planning and will help you understand the processes used by HR professionals as part of an organization's overall strategy.

We will discuss concepts such as business and HR strategies; the integrative framework that requires linkage between and consistency among these functional HR activities and how we can take a problem solving approach to strategic HRM.

### **COURSE EVALUATION:**

*Mid-term Exam:* 35%

*Group Assignment:* 35%

*Final Exam:* 30%

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.

**Mid-Term Exam:** A mid-term examination will be held in person indicated on the date above. The mid-term exam is a closed-book exam covering materials covered in class. The format will most likely be a combination of multiple choice and essay/short answer questions. You will be advised of the format prior to the midterm date. It is imperative that you attend the mid-term **since there will be no other alternative dates to write a make-up exam**. If you miss the midterm exam for a valid reason (as set out in York policies) then the value of the mid-term will be added to the value of your final exam, making your final exam worth 75%.

**Group Paper & Presentation:** Further details relating to the written assignment will be provided later.

**Final Examination:** The exam will be held during the formal examination period for the semester, in a room and location to be announced closer to the exam date. More details will follow as the semester progresses, but the exam will be cumulative, covering all material from the semester. There will be no other alternative date to write the final exam. The instructor will provide more details of the format.

IMPORTANT YORK POLICIES:

### **Academic Honesty (Senate Policy)**

Breaches of the Senate Policy on Academic Honesty are 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://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <http://www.yorku.ca/academicintegrity/tutorial.htm>

### **Grading Scheme and Feedback Rule (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. Under normal circumstances, some graded feedback worth at least 15% per cent 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 (see policy for exceptions to this aspect of the policy: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

### **Final Examinations 20 % Rule (Senate Policy)**

No examinations or tests collectively worth more than 20 per cent of the final grade in a course will be given during the final 14 calendar days of classes in a term. The exceptions to the rule are classes which regularly meet Friday evenings or on Saturday and/or Sunday at any time, and courses offered in the compressed summer terms.

### **Reappraisals**

For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

### **Accommodation Procedures:**

### **Deferred Standing**

The School of Human Resource Management's Deferred Standing Request process for Final Exams: **Within 7 calendar days** of a missed final exam, students must request a deferred exam by following these steps:

1. Submit a request online using the HRM Deferred Standing system:

<http://shrm.laps.yorku.ca/students/deferred-exam-request/>

2. Submit the Deferred Standing Agreement (DSA) form along with supporting documentation (ie. Attending Physician's Statement) to the School of Human Resource Management. Students will be notified via email about the status of their request once their forms have been processed by the Undergraduate Program Director.

### **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.**