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Winter 2025 Course Outline
HRM 2600 Human Resource Management
Section M

Instructor: Marlee Mercer
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Class Format: In Person, Mondays at 11:30 am.
Office Hours: By appointment

Course Description

This course provides an in-depth exploration of Canadian human resources management, covering essential topics such as human resources planning, where students learn to strategically manage an organization's most valuable assets—its people. It explores recruitment and selection processes, offering insights into effective strategies for attracting and selecting top talent in a competitive market. The course also explores performance appraisal systems, equipping students with the skills to assess and enhance employee performance constructively. Additionally, it addresses industrial relations, navigating the complexities of labor laws, union interactions, and collective bargaining, crucial for maintaining workplace harmony and employee rights. Finally, the curriculum covers training and development, focusing on fostering a continuous learning environment that adapts to industry changes. Designed to provide both theoretical knowledge and practical insights, this course prepares students to effectively manage human resources in various organizational settings across Canada.

Course Communication Plan

Students who wish to schedule time for in-person or Zoom meetings and have questions can reach out via email to the instructor. The aim is to create an open and collaborative learning environment where students can engage with the course material and seek assistance when needed.

Student Rights and Responsibilities

Your responsibilities:
♦ **Stay on schedule.** Complete your readings in the assigned week as it is easy to fall behind. Creates notes and a folder to organize your notes. Note all dates and plan your work ahead of time. Observe deadlines and schedules.
♦ **Read the assignment instructions carefully well before the due date.** This way if you have questions for the professor, you will have sufficient time to have them answered.

♦ **Maintain academic integrity.** Submit original work and ensure all information is cited as needed. Adhere to the university's policies regarding cheating and plagiarism.
♦ **Confidentiality and respect**. Create an atmosphere for open and honest exchange. Do not demean others' ideas and responses. If students discuss confidential and sensitive information, keep it private. Finally, harassment and discrimination of any kind will not be tolerated**.**
♦ **Speak your discomfort.** If something bothers you, please share it so that we can work to solve it.

For York University's policies on student rights and responsibilities, please click here.

<u>Required Text:</u>

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

Textbooks can be purchased at the York University bookstore or purchased online.

Preparing for class requires reading the cases and assigned textbook chapters and taking notes. The instructor may include supplementary readings for a particular class if deemed essential to enhance comprehension of the topic or to make slight adjustments to the reading schedule. Any such modifications or additional readings will be communicated in advance and made available on the course website.

<u>Evaluation:</u>

Assignment	Weight
Group Project	25%
Group Ratings	5%
Attendance and Participation	15%
Midterm	35%
Final Assignment	20%

<u>Course Schedule:</u>

Week	Topic	Reading Assignment	Note
1 January 6	Course Introduction and Outline Overview		
2 January 13	• The World of Human Resources Management	Chapter 1	

3 January 20	• Strategy and Human Resources Planning	Chapter 2	Explain group project on this date and group marking
4 January 27	• Job Analysis and Work Design	Chapter 4	Select groups and group dates
5 February 3	• Training and Development • Performance Management	Chapter 7 and 8	Review reliable sources and citations
6 February 10	Practice for midterm exam (will be posted online)		
7 February 17	**READING WEEK**		
8 February 24	**MIDTERM EXAM** (Chapters 1, 2, 4, 7, 8 and any other material assigned in class)		
9 March 3	• Expanding the Talent Pool: Recruitment and Careers • Employee Selection	Chapter 5 and 6	• *#1 Group Presentations*
10 March 10	• Managing Compensation • Pay-for-Performance: Incentive Rewards	Chapter 9 and 10	• *#2 Group Presentations*
11 March 17	• Promoting Safety and Health	Chapter 12	• *#3 Group Presentations*
12 March 24	• The Dynamics of Labour Relations	Chapter 14	• *#4 Group Presentations*
13 March 31	• International Human Resources Management	Chapter 15	• *#5 Group Presentations* FINAL ASSIGNMENT DUE

Details of Assignments

School of Human Resource Management, Faculty of LA&PS, York University

GROUP PROJECT

For this group project, student groups will engage in a comprehensive case study that challenges them to address multiple facets of human resources management within a fictional organization. Each group will select one week during the semester to present their findings and solutions.

Case Study Scenario:

Company Overview: CheeseTO is a mid-sized manufacturing company based in Toronto, now preparing to expand its manufacturing operations into the Canadian Maritime provinces. The company currently has 500 employees and expects to hire an additional 200 employees in the next 12 months to support this expansion.

Challenges:

1. Recruitment and Selection: CheeseTO requires a strategic plan to recruit and select a skilled workforce tailored to the unique demands of the manufacturing sector and the specific labor markets of the Maritime provinces.
2. Compensation and Rewards: The company seeks to adapt its compensation packages to reflect the economic conditions and living standards of the Maritime regions, ensuring they are competitive and equitable.
3. Health and Safety: With the expansion into manufacturing, CheeseTO must develop a comprehensive health and safety program that addresses the specific risks associated with manufacturing operations and complies with Canadian health and safety standards.
4. Labor Relations: The company must prepare for potential interactions with labor unions and manage labor relations effectively, given the stronger presence of unions in the manufacturing sector.
5. Regional HRM Strategies: Managing HR operations across different regional markets within Canada will require strategies that are cognizant of local cultural, legal, and economic environments, ensuring compliance with provincial laws while maintaining the organization's core values. The company also anticipates that they may open a factory in India within the next year and must also be cognizant of this market.

Presentation:

Groups will present their strategic HR plan in a 5-10 minute PowerPoint presentation. Each strategy discussed must be rigorously backed by researched facts; speculative or unfounded claims are strictly prohibited. This presentation should cover the key strategies for each of the challenges, supported by theoretical insights and practical solutions tailored to the specifics of each challenge.

Written Report:

Alongside the presentation, groups must submit a detailed written report of approximately 7 pages, including a title page and references. This report should encompass:

- Introduction: Introduce the scenario and the significance of each HR function in the context of CheeseTO's expansion into the Maritime provinces.
- Strategic Analysis and Solutions: Provide a comprehensive analysis for each HR challenge. Each proposed solution must be justified with evidence from the course textbook or credible research—no assumptions or speculative content is permitted.
- Integration Strategy: Discuss how these strategies integrate with each other and the overall business strategy of CheeseTO, ensuring that every point is substantiated by authoritative sources.
- Challenges and Considerations: Identify potential obstacles and provide proactive solutions or contingency plans, supported by research.
- Conclusion: Sum up the strategic importance of the HR functions in supporting the company's expansion, reinforcing conclusions with scholarly or professional research.
- References: Cite all sources in an appropriate academic style.

This project focuses on critical thinking and evidence-based analysis, simulating real-world HR management challenges within a Canadian context, and preparing students for practical, strategic decision-making in the field of human resources. It also allows you to have some creativity in planning!

ATTENDANCE AND PARTICIPATION

Participation and attendance in this course are critical components of the overall evaluation. To successfully pass, students are required to submit three written responses over the semester. Each response should focus on a single group project presentation of the student's choice, with a maximum of one presentation per week being eligible for reflection. These written responses must demonstrate active participation and engagement during the presentations. This approach ensures that students are not only present but are also actively involved and critically reflecting on the content delivered in these group discussions.

These responses must be submitted the week following each presentation and should range from 2-3 pages, double-spaced. Each response must reflect on the group presentation, detailing aspects you found particularly insightful, elements you would incorporate into your own practices, any aspects you might approach differently, and a discussion on the significance of the particular human resources topic addressed. This assignment is designed to ensure that students are not only present but also actively absorbing and critically analyzing the course content. This is a pass/fail grade.

MIDTERM EXAM

The test will cover material from textbook chapters 1, 2, 4, 7, 8 and any other material assigned in class. The test format will consist of multiple-choice questions. Please note that it will not be an open-book test. Further details regarding the test structure will be provided during class sessions leading up to the examination date.

FINAL ASSIGNMENT

Objective:

To critically analyze a case study within a chosen HR topic, evaluate the organization's approach, and suggest research-based improvements. The assignment will require the use of textbooks, academic research, and credible HR literature to ensure all insights and recommendations are grounded in established HR theory and evidence.

Topics to Choose From (**DO NOT SELECT THE TOPIC YOU HAD FOR YOUR GROUP PROJECT**):

- Expanding the Talent Pool: Recruitment and Careers
- Employee Selection
- Managing Compensation
- Pay-for-Performance: Incentive Rewards
- Promoting Safety and Health
- The Dynamics of Labour Relations
- International Human Resources Management
- Diversity, Equity, and Inclusion

Assignment Components and Instructions:

1. Introduction to the HR Topic (200-250 words)
    - Introduce the HR topic you selected and explain its significance within the field of HR. Use at least one academic reference to provide context on why this area is essential to organizational success and employee well-being.
    - Define any key concepts associated with this topic, drawing from textbooks or peer-reviewed articles. For example, what role does this topic play in influencing employee motivation, retention, or overall performance?
    - Briefly outline common challenges faced by organizations in this area, citing relevant HR literature to establish the background for your analysis.
2. Case Study Summary (300-350 words)
    - To summarize a real-world application of your chosen HR topic.
    - Identify and select a case study article that details a company's approach to this topic. This could be a case from an academic journal, a credible business publication, or a well-documented industry example.
    - Provide a clear and concise summary of the case:
        - Describe the company's background, including its industry and the specific HR practice or strategy they implemented.
        - Outline the primary goals of their approach, including any issues they aimed to address or outcomes they wanted to achieve.

- Summarize the key actions taken by the company, any challenges encountered, and the reported results or outcomes. Reference the article directly, ensuring you convey both the context and outcome of the case study.

3. Critical Analysis (400-500 words)
    o To critically evaluate the effectiveness of the company's approach based on established HR research and theory.
    o Identify at least two aspects of the company's approach that were effective. Use HR theory or research from textbooks and scholarly articles to support why these aspects were successful. For example, if the company used a specific recruitment strategy, refer to recruitment models or studies that validate the effectiveness of this method.
    o Identify two or more areas where the company's approach was limited or could have been more effective. Use HR literature to explain why these areas might fall short. For instance, if the case highlights high turnover despite new selection methods, cite research on best practices for improving retention during the selection process.
    o Ensure that all points in your analysis are grounded in evidence. Use at least three academic references, including textbooks and peer-reviewed journals, to connect the case's practices with broader HR research.

4. Research-Based Recommendations for Improvement (350-400 words)
    o To provide recommendations based solely on HR research and literature.
    o Based on your critical analysis, propose two to three specific improvements or alternative strategies the company could implement to strengthen its approach.
    o For each recommendation:
        - Clearly describe the action or strategy you are suggesting, citing a relevant HR study, model, or theory that supports its effectiveness. For instance, if suggesting an improved performance management system, refer to models like 360-degree feedback or research on goal-setting theory.
        - Justify how each recommendation addresses the shortcomings identified in your analysis. Explain how implementing these changes could benefit both the employees and the organization, using at least two academic sources to substantiate each recommendation.
    o Avoid intuitive or unsupported suggestions. Each recommendation should be directly grounded in HR literature or theoretical frameworks.

5. Related Topic Exploration (200-250 words)
    o To connect your chosen topic with a closely related area in HR, expanding your understanding of the broader HR function.
    o Select a related HR topic that complements your chosen topic. For example:
        - If your topic is *Employee Selection,* a related topic could be *Onboarding and Retention.*
        - If your topic is *Promoting Safety and Health,* a related topic could be *Employee Well-being and Work-Life Balance.*

- o Briefly discuss how this related topic connects to your original topic, citing one academic source. Explain how HR professionals benefit from understanding the interaction between these two areas to build a cohesive HR strategy.
6. Reflection (150-200 words)
    - o To reflect on your learning and consider how it applies to HR practice.
    - o Reflect on the importance of grounding HR decisions in research and evidence. Why is it essential for HR professionals to base practices on proven theories rather than intuition?
    - o Briefly discuss how you would apply the insights from this assignment in a future HR role, particularly in areas like critical analysis, evidence-based recommendations, and understanding HR's interconnected functions.

Grading Rubric (out of 40 points):

- Introduction (5 points):
    - o Engaging and well-researched introduction with clear definitions, context, and significance based on academic sources.
- Case Study Summary (6 points):
    - o Detailed and accurate summary of the company's approach, goals, and outcomes, with a clear connection to the case study article.
- Critical Analysis (10 points):
    - o Thoughtful and well-supported analysis of strengths and weaknesses, grounded in HR theory and research, with clear and relevant academic references.
- Research-Based Recommendations (10 points):
    - o Practical, research-backed recommendations with justifications and academic support. Each suggestion should be well-reasoned and evidence-based.
- Related Topic Exploration (5 points):
    - o Clear, research-backed connection between the chosen topic and a related HR area, highlighting the benefit of integrated HR knowledge.
- Reflection (4 points):
    - o Insightful reflection on the importance of research-based HR practice and application of learning to future HR roles.

Citation Expectations

It is essential that the group assignments and academic works comply with the APA citation style. All students must diligently follow the APA guidelines for in-text citations and construct a comprehensive reference page to acknowledge the sources used in their work. Failure to adhere to APA citation rules may result in penalties on assignments and may negatively impact overall grades.

Familiarizing yourself with APA guidelines early on will not only enhance the academic rigor of your work but also demonstrate your commitment to producing scholarly and well-researched

content. Should you have any questions or need assistance with APA formatting, do not hesitate utilize the university's writing center resources found here.

The following also provides comprehensive guidelines for following APA-style citations: APA Purdue Owl.

Artificial Intelligence (AI)

Students may only use generative AI tools so long as the following two conditions are met:

- Specific generative AI tools are used in accordance with the written guidelines provided for each assessment or activity, and
- The use of generative AI is documented and cited following citation instructions.

Use of generative AI outside these two conditions will constitute academic dishonesty under York University's *Senate Policy on Academic Honesty*. As a student in this course, it is your responsibility to understand when and how generative AI tools can be used to complete your assessments and activities. If you do not know whether an online resource or tool can be used in this course, please contact your instructor for guidance.

You can use the AI tool to think *with* you, but not *for* you.

• **Citing AI-generated material**: According to the *Senate Policy on Academic Honesty,* all work that you submit for evaluation must be completed by you and you alone, unless otherwise specified. While this course allows you to work with an AI, you must document your process, by including all of your prompts and the AI's responses as appendices to your assignment.

Grade Breakdown

The grading scheme for this course conforms to the 9-point system used in undergraduate programs at York University. For a full description of the York grading system, visit the York University Academic Calendar.

Grade	Grade Point	Percent Range	Description
A+	9	90-100	Exceptional
A	8	80-89	Excellent
B+	7	75-79	Very Good
B	6	70-74	Good
C+	5	65-69	Competent
C	4	60-64	Fairly Competent
D+	3	55-59	Passing Slightly
D	2	50-54	Marginally Passing
E	1	(Marginally below 50%)	Marginally Failing
F	0	(Below 50%)	Failing

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Late Assignments

For all assignments: The late penalty is 5% a day, including weekends. If you submit the assignment late, you may send it to the instructor. Under specific circumstances, the instructor might offer short extensions, however, but this extension should be established in advance and will only be granted with supporting documentation.

1. All assignments are to be submitted electronically through the designated platform as instructed by the instructor.
2. It is the student's responsibility to submit assignments well ahead of the deadline to account for any potential technical issues. Excuses related to internet connectivity problems at the time of submission will not be accepted.

For the final test: If you are not present on the assignment completion date, you must request a deferred standing. You will need to fill out the form here. If you were absent due to a health concern, you must submit and attending physician's statement. The deadline to submit these forms are no later than a week after the test date. Once your deferred standing form is accepted, the professor will work with you to ensure a time is set up to complete the deferred assignment.

Late Excuses:
1. Proper excuses for late submission without penalty/test absence must be genuine, unavoidable, and supported by appropriate documentation.
2. Acceptable excuses include illness and bereavement. In case of illness, a valid doctor's note must be provided, specifying the dates of incapacity and the inability to complete the assignment on time.
3. Vacation, personal trips, or non-emergency events will not be considered valid excuses for late submission. Students are expected to plan their schedules accordingly and submit assignments before leaving for any planned absence.

Religious Observances

Any assignment that conflicts with religious accommodations should be communicated by the student via email or text. Should any of the dates specified in this syllabus for course examinations, tests, or deadlines conflict with a date of religious significance, please contact the instructor within the first three (3) weeks of class. The student should specify the full details regarding the conflict. If an extension is granted, the professor will notify the student. For religious accommodation guidelines please click here.

Academic Honesty

Plagiarism is a grave breach of trust and is taken very seriously. In academia, our ideas are the value of our work, so we consider plagiarism a theft of sorts. Here is how you can demonstrate academic integrity in the completion of this course:

- Respect the ideas of others: Your course work should represent your own knowledge and ideas. You should not falsely claim credit for ideas that are not your own, by presenting another's work as yours. If you are quoting, paraphrasing, or summarizing another person's work in order to support your own ideas, identify the work and the author through proper citation practices.
- Respect your peers: Know when you are allowed to collaborate. Ask your instructor about what group work entails when it comes to the sharing of work. In test situations and assignments, don't steal or give answers to your peers, whether in-person or online (e.g., in group chats and/or on third-party content-sharing websites, such as Chegg, Course Hero, etc.). Both cheating and aiding in a breach of academic honesty are violations of York University's academic honesty policy.
- Respect your course instructor(s): Understand what your instructors are asking of you in class, as well as on assignments, tests and/or exams. If you are unsure, ask your professor or teaching assistant. They are committed to making you feel supported and want to assess you fairly and with integrity. Please do not submit the same piece of work for more than one course without your instructor's permission. That can be considered an act of cheating.
- Respect yourself: When you act with integrity, you know that your work is yours and yours alone. You do not allow others to take tests for you. You do not buy or otherwise obtain term papers or assignments. You do the work. As a result, you know that you earned the grades that you receive, so you can be proud of your York degree. By acting with integrity in your course work, you are also practising a valuable professional skill that is important in all workplaces.
- Take responsibility: If you have acted in an academically dishonest way, you can demonstrate courage and take responsibility for your mistake. You can admit your mistake to your course instructor as soon as possible.

Students who engage in academic dishonesty can be subject to disciplinary action under the Senate Policy on Academic Honesty. Your lack of familiarity with the Senate Policy does not constitute a defense against its application. Some academic offences can also constitute offences under the Criminal Code of Canada, which means that you may also be subject to criminal charges.

You will receive an automatic 0 for the assignment if caught plagiarising the first time and will have to speak to an academic board and submit additional assignments. Any assignments found to be plagiarised beyond the first one may result in expulsion.

To ensure that you follow academic integrity principles and properly source material, it is recommended you complete the online tutorials for students here and here.

Intellectual Property

Course materials are designed for use as part of this particular course at York University and are the intellectual property of the instructor unless otherwise stated. Third-party copyrighted materials (such as book chapters, journal articles, music, videos, etc.) have either been licensed for use in this course or fall under an exception or limitation in Canadian copyright law. Students

may not publish, post on an Internet site, sell, or otherwise distribute any course materials or work without the instructor's express permission. Course materials should only be used by students enrolled in this course.

Copying this material for distribution (e.g., uploading material to a commercial third-party website) may lead to a charge of misconduct according to York's Code of Student Rights and Responsibilities, the Senate Policy on Academic Honesty, and/or legal consequences for copyright violations.

Diversity and Inclusion

It is acknowledged and celebrated that students will be diverse in various ways, including race, ethnic origin, creed, languages spoken, sex, sexual orientation, gender identity, disability, socioeconomic status, age, religion, and beliefs, among other factors. These various factors will undoubtedly influence the students' perspectives. I aim to introduce material and activities that are respectful to diverse individuals. As a professor, I promote diversity, equity, and inclusion for many reasons, including excellence, innovation, and justice. I also expect students behave in a manner that is inclusive to everyone and respects individual differences. Nonetheless, intentional or unintentional discrimination or a feeling of non-inclusion may occur. In this case, I encourage anyone who witnesses such instances to speak out. You may contact me via email or in person if the culture in this class is not up to par. Alternatively, you may follow the guidelines to report discrimination here. This link also provides the university's various human rights policies and procedures.

For York University's Equity, Diversity, and Inclusion Strategy 2022-2027, please click here.

If you require accommodations for class or assignments, please contact me as early as possible in the course so that we can work collaboratively to create a plan for you to make completing this course as smooth and enjoyable as possible. The university's instructions for academic support and accommodations can also be found here.

Additional Student Resources

** **Student Help Directory**: https://www.yorku.ca/laps/wp-content/uploads/sites/44/2020/10/Student-Help-Tree.pdf **

Degree and Career Advice
Academic Advising: https://www.yorku.ca/laps/support/academic-advising/
Degree Planning: https://www.yorku.ca/laps/degree-planning/
Career Centre: https://careers.yorku.ca/

Writing and Research Support
Writing Centre: https://www.yorku.ca/laps/writing-centre/
Library and Research Consultations: https://www.library.yorku.ca/web/ask-services/book-a-consultation-with-a-librarian/

<u>Monetary Support</u>
Scholarships, Awards, and Bursaries: https://www.yorku.ca/laps/student-awards/
Emergency Funding for Students: https://www.yorku.ca/laps/fund-your-studies/emergency-funding/
OSAP: https://osap.yorku.ca/
Dean's Award for Research Excellence (DARE): https://www.yorku.ca/laps/dare/
Internships: https://www.yorku.ca/laps/internships/

<u>Mental Health Support</u>
Counselling Services: https://counselling.students.yorku.ca/

<u>International Student Support</u>
International Student Support: https://www.yorku.ca/laps/students/international/

<u>Accessibility Services</u>
Student Accessibility Services: https://accessibility.students.yorku.ca/