

**York University
School of Human Resource Management
Issues in Human Resource Management
HRM 4440 A 3.0 (Fall 2025)**

Class Time: Monday, 2:30-5:20pm
Classroom: Ross S540

Instructor: Dr. Daniel Wigfield
Email: wigfield@yorku.ca
Office Hours: By appointment only

LAND ACKNOWLEDGMENT:

York University recognizes that many Indigenous Nations have longstanding relationships with the territories upon which York University campuses are located that precede the establishment of York University. York University acknowledges its presence on the traditional territory of many Indigenous Nations. The area known as Tkaronto has been care taken by the Anishinabek Nation, the Haudenosaunee Confederacy, and the Huron-Wendat. It is now home to many First Nation, Inuit, and Métis communities. We acknowledge the current treaty holders, the Mississaugas of the Credit First Nation. This territory is subject of the Dish with One Spoon Wampum Belt Covenant, an agreement to peaceably share and care for the Great Lakes region (LA&PS Land Acknowledgement).

COURSE OBJECTIVES:

This course examines current issues in HRM, which may include but not limited to downsizing, contingency workers, training transfer, stress related diseases, ethics, and outsourcing. Students are active participants in the identification and delineation of trends.

Upon completion of this course, students will be able to:

- identify the main human resources issues and trends that organizations are experiencing today;
- explain how HR issues and trends impact the workforce and individual workers;
- engage in experiential learning activities including facilitating class workshops, case analysis, class discussion and debates.

PREREQUISITES:

For students in the Honours program, 78 credits including AP/HRM 2600 3.00, or for other students, a grade of C+ or better in AP/HRM 2600 3.00. Course credit exclusions: None. Students are personally responsible for ensuring that they have the required 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 course. The department will not be responsible for refunds resulting from students being dropped from a course due to a lack of appropriate prerequisites.

REQUIRED TEXT:

There is no course kit or textbook for this course. Assigned articles will be posted onto eClass prior to each week's class.

Note Regarding Assigned Readings

It is the student's responsibility to ensure that you read *all* readings that are assigned. Readings will be accessible through the York University library databases or notable publication websites. Students will be in a better position to learn and engage the lecture material if you have first read the assigned readings.

COURSE CONTENT

Week	Date	Topic	Reading & Course Notes
1	September 8	Course Overview & Introduction to HR Ecosystem	Review syllabus & assignment instructions
2	September 15	Issues in Strategic HRM & Managerial Roles	Assigned articles & related materials
3	September 22	Issues in Staffing & Professionalism	Assigned articles & related materials
4	September 29	Issues in Training & Development	Assigned articles & related materials
5	October 6	Online Test (Based on Weeks 1-4)	No lecture
6	October 13	Reading Week	No lecture
7	October 20	Group meetings with instructor	Schedule to be posted, meetings to take place in classroom
8	October 27	Group Leadership Day 1: Issues in Performance Management Issues in Compensation	Articles and related material to be assigned by presenting groups
9	November 3	Group Leadership Day 2: Issues in Employee Relations Issues in Occupational Health & Safety	Articles and related material to be assigned by presenting groups
10	November 10	Group Leadership Day 3: Issues in Organizational Change Issues in Innovating HR Practices	Articles and related material to be assigned by presenting groups
11	November 17	Group Leadership Day 4: Issues in HRM in the Non-Profit & Public Sector Issues in Globalization & International HRM	Articles and related material to be assigned by presenting groups
12	November 24	HRM & Ethics	Assigned articles & related materials
13	December 1	Course wrap-up	Assigned articles & related materials

Note: The instructor reserves the right to change or alter the course outline/syllabus/materials with a sufficient notice to students. On occasion, the instructor may add additional readings for a specific class, if he deems it necessary for the better understanding of the topic.

Note: All students are responsible for accessing any additional reading content noted by the instructor through library databases or other online access points unless otherwise directed.

COURSE EVALUATION

Assignment	Weight	Due Date
Class Participation	15%	Ongoing throughout term
Informational Interview	10%	September 29 – 11:59pm
Test	20%	October 10 – 11:59pm
Seminar Leadership Group Project	35%	Components due as assigned by instructor
Position Paper	20%	December 5 – 11:59pm

Class Participation: 15%

Due to the nature of this course, class participation is essential. Students will be expected to do the assigned readings on time and come prepared for class discussions. In-class discussions will be deeper and more insightful if students have all come to class to discuss the material. Students will be awarded points each class if engaging in quality discussions and/or completing activities assigned throughout lecture (e.g., worksheets, group tasks). At the end of the term, each student's lowest participation score will be dropped from their final grade. Details will be provided in lecture.

Informational Interview: 10%

Students are required to conduct a short interview with a practitioner within the organization of their choice to gain insight into contemporary and ongoing issues and trends in human resource management. Students will submit a reflection on the insights gained and a transcript of the interview for grading. Further details will be provided in lecture and on eClass.

Test: 20%

The test will be comprehensive in that it will test students' knowledge of all course materials between Week 1 and 4 inclusive of in-class lectures, videos, assigned readings, case studies, and guest speakers up to that point in the semester. These examinations may include short answer essay format questions. The test will be conducted online through eClass. The test will be open between **October 6th and 10th** in order to allow students some flexibility for competition. The test will be timed, and students will only be allowed on attempt. Students will have two (2) hours to complete the test upon entering the testing portal. The portal timer cannot be reset once a student begins the test.

Seminar Leadership Group Project: 35%

Working in groups of five, students will lead the class through an informative and engaging seminar on an assigned topic. Groups and seminar topics will be assigned in Week 2. Presentations will take place between Week 8 and 11 (see schedule above). This project consists of three components. Specific instructions for each component will be discussed in class and made available on eClass.

- **Planning meeting (5%):**
 - Each group will meet with the instructor at their assigned time on October 20th. The group will provide the instructor with a seminar outline and reading list at the time of their meeting. Each group should use this meeting to showcase their planning, ideas, and ask the instructor to address any needed clarifications.
- **Seminar Leadership (25%)**

- On their presentation day, each group will deliver a seminar presentation of 40-50 minutes in length. Presentations should educate the class on key concepts and theories while also showcasing practical application by profiling industries or organizations related to the topic. Presentations should engage the class through discussion and/or activities. Multi-media presentation are encouraged.
- **Peer Evaluation (5%)**
 - Students must use their judgement to rate the relative contribution of you and your team member's performance against the criteria of *preparedness, engagement, communication, quality of contribution, and attitude*.

Position Paper: 20%

Students will select a pressing issue in human resource management that they believe requires immediate attention. Author a persuasive position paper that convincingly argues why your chosen issue is the most critical to address. The selected issue can be industry-specific, organization-specific, or broadly applicable across multiple industries.

The format of individual paper is 2,100-2,400 words (excluding any appendices or references), double spaced, 1" margins on all sides, and 12-point Times New Roman font. The paper must include a list of articles cited, using the APA style. The individual paper will be evaluated on style (grammar, etc.) and content (the extent and quality of research, analysis, and recommendations). Details will be provided in class.

Grading

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
D	2	50-54	Marginally Passing
E	1	(marginally below 50%)	Marginally Failing
F	0	(below 50%)	Failing

COURSE POLICIES:

Communication Guidelines

The main form of communication with you regarding this course will be through email and eClass. Please be sure that you **regularly check your YorkU email address** for announcements about the course.

Students are encouraged to attend office hours (noted on page 1) in order to ask questions and get personalized help with this course. Email correspondence with Prof. Wigfield is acceptable, but students should expect 24-48 hours turn-around time, and email responses will only occur during Mon-Fri business hours. No assignments will be accepted via e-mail.

Lecture Slides

Lecture slides will be uploaded to the eClass course site on Tuesday following lecture per week. These lecture slides are intellectual property owned by the instructor. Any unauthorized dissemination is strictly prohibited. In other words, you should not download and share lecture slides with any individual contacts or organizations without the instructor's written permission. Infringing a faculty member's property right is a serious offense and the consequences are severe. Make yourself aware of them.

Late Work Policy

Assignments are due on the day and time noted in the assignment instructions. 10% will be immediately deducted if assignments are not submitted at the time of the dropbox closing. An additional 10% will be deducted each day (i.e., every 24 hours)—including weekends—until the assignment is submitted. Assignments will not be accepted after five (5) days (including weekends) have passed since the due date.

If a student is experiencing a personal situation that may warrant an extension, they must communicate with the instructor in advance of the deadline. Examples of legitimate personal situations that may warrant an extension on an assignment include:

- Incapacitating illness;
- Death in the family;
- Accommodations for religious observances – see YorkU policy below

Examples of UNACCEPTABLE reasons for missing a due date include:

- Vacations;
- Varsity sports practices;
- Work/volunteer schedules;
- Student's forgetfulness or carelessness in planning their schedule;
- Multiple assessments taking place on the same day.

Missed Tests and Exams

Students are strongly urged not to make any commitments (e.g., travel or vacations) during the examination period as unforeseen circumstances can result in exams being rescheduled.

Consequently, students are required to be available for examinations during the examination periods of all terms in which they register.

Please review York University's [deferred standing policy](#) if they believe that they not be able to complete the final exam.

IMPORTANT YORK POLICIES

Please review the course policies in this section. All students are expected to familiarize themselves with the following information:

- [Student Rights & Responsibilities](#)
- [Academic Accommodation for Students with Disabilities](#)

Academic Integrity

Academic integrity is a fundamental and important value of York University. As a York student, you are responsible for understanding and upholding academic integrity by completing your own work. Connect with reliable [on-campus resources](#) that can support your work in ways that uphold academic honesty values of honesty, trust, fairness, responsibility, and courage. To better understand the serious consequences of breaching academic honesty policies, familiarize yourself with the [Academic Conduct Policy and Procedures](#). You can learn more about upholding academic integrity in your courses by exploring the [Guiding Principles for LA&PS](#) webpage.

Generative Artificial Intelligence (GenAI)

Students are not permitted to use generative artificial intelligence (AI) in this course. Submitting any work created (in whole or part) through the use of generative AI tools will be considered a violation of York University's [Senate Policy on Academic Honesty](#). Using AI apps such as ChatGPT, GPT-4, DALL-E, translation software among others to complete academic work **without your instructor's knowledge or permission**, is considered to be a breach of academic honesty. For more information, please review [AI Technology & Academic Integrity: Information for Students](#).

If you're not sure whether using an AI app for your academic work is acceptable, it is recommended that you:

- Carefully review the guidelines for your assessments
- Check for any messages from your instructor on eClass
- Ask your instructor or TA if they are permitting the use of these tools

Turnitin

To promote academic integrity in this course, students will normally be required to submit their written assignments to Turnitin (via the course's eClass site) for a review of textual similarities and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website. York students may opt out of using Turnitin. If you wish to opt out, you should contact your instructor as soon as possible.

Accessibility

York University is committed to creating a learning environment which provides equal opportunity to all members of its community. If you anticipate or experience any barriers to learning in this course, please discuss your concerns with your instructor as early as possible. For students with disabilities, contact Student Accessibility Services to coordinate academic accommodations and services. Accommodations will be communicated to Course Directors through a Letter of Accommodation (LOA). Accommodations for tests/exams normally require three (3) weeks (or 21 days) before the scheduled test/exam to arrange.

Religious Observance Accommodation

York University is committed to respecting the religious beliefs and practices of all members of the community and making reasonable and appropriate accommodations to adherents for observances of special significance. 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. If the date falls within the formal examination periods, you must complete and submit a Religious Accommodation for Examination Form at least three (3) weeks before the start of the exam period.

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, Academic Integrity, and/or legal consequences for copyright violations.

STUDENT SUPPORT RESOURCES

York University offers a wide range of student supports resources and services, including everything from writing workshops and peer mentorship to wellness support and career guidance. Explore the links below to access these on-campus resources:

- Academic Advising is available to provide students support and guidance in making academic decisions and goals.
- Student Accessibility Services are available for support and accessibility accommodation when required.
- Student Counselling, Health & Wellbeing offers workshops, resources, and counselling to support your academic success.
- Peer-Assisted Study Sessions (PASS) Program provides student study sessions for students to collaborate and enhance their understanding of course content in certain courses.
- Student Numeracy Assistance Centre at Keele (SNACK) supports students in courses involving math, stats, and Excel.

- The Writing Centre provides multiple avenues of writing-based support including drop-in sessions, one-to-one appointments, a Multilingual Studio, and an Accessibility Specialist.
- Centre for Indigenous Student Services offers a community space with academic, spiritual, cultural, and physical support, including writing and learning skills programs.
- ESL Open Learning Centre (OLC) supports students with building proficiency in reading, writing, and speaking English.
- Learning Skills Services provides tips for time management, effective study and learning habits, keeping up with coursework, and other learning-related supports.
- Learning Commons provides links to supports for time management, writing, study skills, preparing for exams, and other learning-related resources.
- Roadmap to Student Success provides students with timely and targeted resources to help them achieve academic, personal, and professional success.
- Office of Student Community Relations (OSCR) is responsible for administering the *Code of Student Rights & Responsibilities* and provides critical incident support.
- Peer Mentorship helps students transition through their first year by connecting them with upper-year students. The mentors can help find supports and resources. They also lead a community hub on campus.
- goSAFE is staffed by York students and can accompany York community members to and from any on-campus location, such as the Village Shuttle pick-up hub, parking lots, bus stops, or residences.

For a full list of academic, wellness, and campus resources visit [Student Support & Resources](#).