



FACULTY OF LIBERAL ARTS AND PROFESSIONAL STUDIES
SCHOOL OF ADMINISTRATIVE STUDIES

AP/HRM1000

FOUNDATIONS OF HRM

Winter 2026

COURSE OUTLINE

SECTION INFORMATION

Course Director:	Indira Somwaru
Email:	isomwaru@schulich.yorku.ca
Timing of Course Content:	Wednesday, 11:30 am
Room:	Available on your student course timetable
Office Hours:	By appointment (email professor)
Virtual Office Hours:	By appointment (email professor)
Course Web Site:	eclass.yorku.ca (Moodle)

This section of the course is offered as an **on-campus, in-class format**. Lecture portions will be provided via live in-class lectures delivered weekly as indicated on the course website and in the schedule portion of the course outline. Students are encouraged to progress in the course weekly, and to attend live sessions/lectures on class. Check out this outline and updates posted to the section website for information.

Internet access will be required for full access to course resources available on eClass. The course text is available for purchase in digital format only. Some coursework submissions will be online through eClass (including Turinitin). **All exams** will be **on-campus** (see schedule further down on this outline) and students are expected to be available to write the exams as scheduled.

Have a great term! Keep up with York U updates: <https://yubettertogether.info.yorku.ca/category/students/>

IMPORTANT NOTES

- ▶ **Take care of yourself:** <https://counselling.students.yorku.ca/scd-covid-19-resources>
- ▶ **Communication with the Course Director:** Please include your full name, student number, and the course/section enrolled in. Proper conduct of behaviour is expected.
- ▶ **About course registration:** Please direct all registration questions to the main office of the School of Administrative Studies <https://www.yorku.ca/laps/sas/contact/> Email: apsas@yorku.ca
- ▶ Course Directors (instructors) **cannot enroll or approve** your enrollment to the course. If the section is full, the best strategy to enroll in the class is to visit the online course registration system regularly until a space becomes available. Students must keep up with the course submission deadlines regardless of timing of enrolment; no make-up assignments/submissions will be offered.

¹ This outline is subject to change as deemed necessary by the Course Director.

COURSE REQUIREMENTS FOR ONLINE RESOURCES:

Several platforms will be used in this course (e.g., eClass (Moodle) etc.) through which students will interact with the course materials, the Course Director, as well as with one another.

While the class (and lectures) will be held in-person and **on campus**, course materials will be posted online on Eclass/Moodle the course page, as well as Course Announcements and other important course information.

Some course-work submissions such as the **Online Activities** will be submitted **online**. Therefore, students are required to have access to minimum technology requirements in order to complete these submissions. Students are expected to ensure that they have a stable and reliable internet connection for timely submissions.

TECHNICAL REQUIREMENTS & SUPPORT:

For this course, it is the student's responsibility to ensure that you have access to a stable, higher-speed Internet connection and an appropriate computer/device that can support your learning. Please note that smartphones/smart devices apps (such as the eClass/Moodle apps) may have different/limited functionality compared to their use on a laptop or desktop. A webcam/camera and microphone is required for certain communication.

Check out these links for e-learning information and quick help:

- **LA&PS Resources:** <https://going-digital.laps.yorku.ca/student-resources/>
- **York U's Student Guide to eLearning:** <http://elearning-guide.apps01.yorku.ca/>
- **Student Guide to eClass:** <https://lthelp.yorku.ca/student-guide-to-eclass>
- **Zoom meeting etiquette:** <https://lthelp.yorku.ca/zoom-meeting-etiquette>

Additional computing support:

- Computing for Students Website: <https://student.computing.yorku.ca/>
- UIT laptop borrowing program: <https://www.library.yorku.ca/web/ask-services/printing-and-computing/computing/laptop-borrowing/> (if still available)
- Check your internet connection speed: www.speedtest.net

COURSE DESCRIPTION & PREREQUISITES

This course provides a comprehensive introduction to the major theoretical frameworks that explain the nature of work, employment relationships, and human resource management. Drawing on foundational and contemporary contributions from economics, sociology, psychology, and management, the course examines how work is organized, how employees are managed, and how HRM practices shape organizational and societal outcomes. Emphasis is placed on comparing theoretical perspectives, understanding their assumptions, and applying them to contemporary challenges such as technological change, labor market transformation, and evolving worker expectations.

Prerequisites: None.

COURSE OBJECTIVES

By the end of this course, students will be able to:

- Analyze how theoretical perspectives inform HRM practices, organizational policies, and employment relationships.

- Critically compare contrasting assumptions about human behavior, motivation, power, and control in the workplace.
- Apply theoretical frameworks to diagnose and interpret real-world HRM issues, organizational dynamics, and policy debates.
- Evaluate emerging theoretical developments including those related to technology, precarity, and the future of work and assess their implications for HRM and organizational effectiveness.

Learning objectives will be achieved through lectures, discussions, case analyses, and applied theoretical exercises.

REQUIRED COURSE TEXT

There is no single required textbook for this course. Instead, readings will be drawn from a variety of textbooks, scholarly articles, and contemporary sources that reflect the diverse theoretical perspectives covered throughout the term. All required readings will be made available through the course website or provided directly by the instructor.

Although you will not need to purchase a textbook, it is strongly recommended that you take careful notes during lectures and discussions because many concepts build on one another. Consistent note-taking will support your understanding of the theoretical material and your success in the course.

COURSE EVALUATION

In-Class Group Exercises	10%	Ongoing	Submit online on eClass (no late submissions for any reason)
Midterm Exam	30%	Wednesday, Feb 11, 2026 During class time (2 hours)	Timed In Class exam (duration 2 hours)
Group Project	25%	Group Project Presentation – 10% Group Project Written Report – 15%	To be confirmed
Final exam	35%	During the exam period	Timed On-Campus exam (duration 2 hours)

In-Class Group Exercises (10% of the course grade)

Each week, you will participate in in-class group activities related to the weekly lecture. These activities must be submitted on Quercus before the end of class. Groups were formed at the beginning of the semester on a random basis, and you will remain with the same group throughout the term for both Group In-class exercises and Group project. All submissions for these activities are group submissions. Participation expectations apply to both class discussions and your contributions within your group.

Weekly assignments are designed to reinforce your understanding of the course material. Because these assessments build on one another and are discussed in class, late submissions will not be accepted under any circumstances. Grades for weekly assignments cannot be adjusted, reweighed, or redistributed. If you are absent, there is no option for partial credit, makeup work, or alternative grading. **Only work submitted on time through the designated platform will be graded.**

For group submissions, you may list only the names of group members who are present and who have contributed

to the activity. **Listing the name of a group member who is absent, or who did not participate, is considered academic dishonesty.** Any such case will be documented and escalated in accordance with York University's academic integrity policies.

Midterm Exam (30% of the course grade)

Date: **Wednesday, Feb 11, 2026, In Class**

Duration: 2 hours.

Location: **On Campus – Room to be announced**

Format and Coverage: The exam is based on content covered in Modules 1-5 (lectures, readings, in-class discussions and online activities up to and including Modules 5). This is a **closed-book, timed in-person exam** (No materials or aids are allowed). Additional exam information TBA.

Missed Midterm Exams:

The midterm examination will take place in class on the scheduled date. Students are expected to write the exam at that time. Any exam conflicts, such as religious accommodations, York University sports team participation, or an overlap with another York University midterm, must be communicated to the Course Director by email no later than fourteen days before the exam date. Students must include full details about the conflict, such as the date, time, location, supporting links if available, and the relevant contact person where applicable. It is the student's responsibility to address the matter proactively and to follow up regarding the outcome of their request.

Make-up midterm examination dates are not provided in the School of HRM. Students who miss the midterm for reasons other than approved conflicts, such as illness, may request accommodation. Requests must be submitted to the Course Director within seven days of the midterm date and must include a written statement explaining the reason for the request along with appropriate supporting documentation.

Students whose requests are approved will have the midterm weight transferred to the final examination.

The final examination for these students will be more comprehensive because it will cover the content from both the midterm and the final assessment periods. Requests that do not include appropriate and verifiable documentation, or that are not approved, will receive a grade of zero for the midterm examination. Students who fail to submit a request, or who submit it after the required deadline, will also receive a grade of zero.

Students should be aware that approval is granted only in exceptional and fully documented circumstances. Submitting a request does not guarantee approval, and decisions remain at the discretion of the Course Director.

Accessibility Accommodations for the Midterm Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled midterm examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

Group Project (25% of the Course Grade):

Details about the group project, including instructions, expectations, and evaluation criteria, will be explained in class. No further information will be provided in advance.

Because this assignment relies on coordinated group work, all students are expected to contribute actively and equitably to their group's progress. Social loafing, defined as failing to complete agreed-upon tasks, relying on

others to carry the workload, or consistently under-participating, is not acceptable and will be treated as a breach of academic responsibility.

Groups must organize themselves, manage timelines, communicate consistently, and ensure that all members contribute in a meaningful way. The instructor may request documentation from the group and may adjust individual grades if there is clear evidence of unequal participation.

Students are responsible for allocating sufficient time to complete their assigned tasks and to support their group members. If extenuating circumstances arise, students must contact the instructor as early as possible. Last-minute notifications will not be accepted unless there is a genuine emergency supported by appropriate documentation.

Final Exam (35% of the course grade)

Date: During the exam period

Duration: 2 hours.

Location: On-campus, in-person, timed exam (details TBA, see Turnitin notes below)

Format and Coverage: This is expected to be a **non-cumulative exam**, based on content covered **from session 6 onwards** (after the midterm exam). This is a **closed-book, timed exam** (No materials or aids are allowed). Additional exam information TBA. Note that if you do not write the final exam, you will receive a grade of zero on the exam unless you are approved for a deferred final exam.

Deferred Final Exams

Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Deferred standing requests for ADMS courses should follow the procedure and registration outlined here:

<https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/> ALL deferral concerns should be addressed to the main office (apsas@yorku.ca). Students who are ill will be required submit an Attending Physician's Statement (a special York form to be signed by a doctor) in support of a request for deferred standing or petitions.

Final Exam Schedule Conflicts

Please refer to the Registrar's Office website.

<https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/DirectAction/ExamConflicts>

Accessibility Accommodations for the Final Exam

If you are registered with Accessibility Services and are seeking alternate exam accommodation (including extra time), please inform your Course Director ASAP, but no later than three (3) weeks (21 days) before the scheduled final examination date. Please attach your LOA (Letter of Accommodation) to the request. If the accommodation is provided through the Alternate Exam office, please follow the timeline and procedures of that office in a timely fashion (<https://altexams.students.yorku.ca/request-an-alternate-exam>). Any requests to reschedule an alternate exam must be submitted promptly to the main office (apsas@yorku.ca), cc'ing the Course Director (please do not include picture attachments). In all cases it is the student's responsibility to proactively address a missed or alternate exam situation.

IMPORTANT SCHOOL AND UNIVERSITY POLICIES & INFORMATION

ACADEMIC HONESTY & INTEGRITY

Academic Honesty: Students are reminded to maintain standards of academic integrity to the highest extent possible. Common examples of breaches of academic honesty and integrity include cheating, plagiarism, falsification, and aiding and abetting others in such activities. **Please familiarize yourself with the meaning of academic integrity at York** by completing the interactive on-line Tutorial for students at:

<https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Suspected breaches of academic honesty will be investigated and pursued; significant penalties will be applied when a breach has been found to have occurred.

Following these simple rules will help you **avoid** breaches of academic honesty:

- Complete your work well in advance of the deadline
- Write your entire work yourself (each and every word!) from the ground up
- DO NOT: “consult” others or search online for “ideas”
- DO NOT use tutoring or editing services to prepare your work

The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. As per the Policy, “The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty”. Please familiarize yourself with York’s Senate Policy Academic Honesty:

<http://secretariat-policies.info.yorku.ca/policies/academic-honesty-senate-policy-on/>

Turnitin: To promote academic integrity in this course, **students will normally be required to submit their written work through Turnitin** (via the course Moodle) for a review of textual similarity 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.

SUPPORT

Getting support when you need it: Following is a selection of resources (academic and non-academic):

- LA&PS Student Resources: <https://going-digital.laps.yorku.ca/student-resources/>
- Learning Skills Services: <http://lss.info.yorku.ca/>
- Learning Commons: <http://learningcommons.yorku.ca/>
- Writing Centre: <http://writing-centre.writ.laps.yorku.ca/>
- ESL Open Learning Centre: <http://eslolc.laps.yorku.ca/>
- Student Accessibility Services: <http://accessibility.students.yorku.ca/>
- Student Counselling & Development: <https://counselling.students.yorku.ca>
- Mental Health and Wellness at York: <http://mhw.info.yorku.ca/>
- Sexual Violence Response & Support: <http://thecentre.yorku.ca/>
- Community Safety: <https://safety.yorku.ca/>
- Office of Student Community Relations: <http://oscr.students.yorku.ca/>
- York International: <https://yorkinternational.yorku.ca/> (see special COVID-19 tab)
- My Online Services: <https://myonlineservices.students.yorku.ca/>
- Manage your Academic Record: <http://myacademicrecord.students.yorku.ca/>
- Additional LA&PS student resources: <http://laps.yorku.ca/student-resources/>

For **important sessional dates**, please refer to: <http://registrar.yorku.ca/enrol/dates/>

Academic Accommodation for Students with Disabilities: Accommodation and support for students with learning, mental health, physical, sensory, or medical disabilities is guided by the principles laid out in [York's Policy on Academic Accommodation for Students with Disabilities](#):

Students who seek such accommodation for their academic studies must be registered with **Student Accessibility Services**. This office arranges for academic accommodations and provides support to students with documented disabilities on the Keele Campus. Registered students will receive a Letter of Accommodation (LOA), outlining the nature and recommendation of their accommodation. To register with Student Accessibility Services, visit <https://accessibility.students.yorku.ca>.

Once registered with Student Accessibility Services, students are responsible to arrange for their accommodation in advance and in a timely fashion, based on the accommodations suggested in their letter of accommodation. Accommodations provided shall be consistent with the guidelines established in York's policy, preserving the academic integrity of the curriculum and the academic standards of courses and programs.

- **Exams, when relevant:** Refer to the midterm and final examination section on this outline for specific Fall 2025 information.
- **Other components and aspects, when relevant:** Please inform the Course Director of your accommodation letter immediately upon the start of the course. Please note that this notice is needed so that reasonable steps for accommodation can be made.

Accommodations provided shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses.

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community and making accommodations for observances of special significance to adherents. **Students seeking religious accommodation should pursue their request in timely fashion.** For deadlines and additional information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Missed Work Course Policy: Policy allows for students to Self-Report Absences (covering TWO 7-day "consideration periods" each 12-week academic term) for which an APS is not required when requesting accommodation for missed course work. One self-reported absence request is permitted per 6-week term without needing an APS.

The policy does not apply to requests pertaining to:

- Missed assessments held during the term worth more than 20% of the overall course grade, OR
- Missed exams held during the formal examination period

The following extenuating circumstances qualify for consideration:

- A short-term health condition,
- Bereavement of an immediate family member, or
- An unforeseen/unavoidable incident beyond the student's control

The following circumstances do not qualify:

- Personal social obligations,
- Travel unrelated to a student's program,
- Technological issues,
- Non-medical family/employment obligations

Please visit: <https://www.yorku.ca/secretariat/policies/policies/academic-consideration-for-missed-course-work-policy-on/>

Grading Scheme and Feedback Policy: For more information on the Grading Scheme and Feedback Policy, please visit: <http://secretariat-policies.info.yorku.ca/policies/grading-scheme-and-feedback-policy/>

Reappraisals: After course grades have been released, students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Reappraisals of final course grades (including final exams viewing) should be done through the main office of the School of Administrative Studies, 282 Atkinson). Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. **Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed.**

Services for Mature and Part-time Students: The Atkinson Centre for Mature and Part-time Students (ACMAPS) maintains and strengthens York University's ongoing commitment to welcome and to serve the needs of mature and part-time students. For further information and assistance visit: <http://acmaps.info.yorku.ca/>

COURSE SCHEDULE & DUE DATES

Date	Session	Contents	Online Activity Due
January 7	Module 1: Introduction to Work and HRM Theory	• What is “work”? Definitions and perspectives • Evolution of HRM as a field • The role of theory in understanding work and HRM • Overview of interdisciplinary contributions: psychology, sociology, economics, industrial relations	No Activity
January 14	Module 2: Classical Theories of Work	• Scientific Management (Taylor): efficiency, task design, control • Administrative Theory (Fayol): functions of management • Bureaucratic Theory (Weber): rationalization, authority, structure • Critiques and contemporary relevance	January 20
January 21	Module 3: Human Relations and Behavioral Theories	• Hawthorne Studies • Motivation theories including, • Maslow’s Hierarchy of Needs • Herzberg’s Two-Factor Theory • McGregor’s Theory X and Theory Y	January 27

		Y Organizational behavior foundations	
January 28	Module 4: Economic and Labor Market Theories	- Neoclassical labor economics: supply & demand for labor - Efficiency wage theory - Human capital theory - Internal labor markets - Labor segmentation and dual labor market theory	February 3
February 4	Module 5: Psychological Theories of Work	- Job satisfaction and employee well-being - Expectancy Theory - Goal-Setting Theory - Social Exchange Theory & psychological contracts - Job characteristics model	February 10
February 11	SESSION 6: Review and Midterm Preparation	Midterm exam	No Activity
	Reading Week		
February 25	Module 7: Theoretical Foundations of HRM	- Strategic HRM: resource-based view, AMO framework - Institutional theory and HRM - Best fit vs. best practice debates - High-performance work systems (HPWS)	March 3

March 4	Module 8: Employment Relations and Organizational Justice Theories	• Unitarist, pluralist, and radical perspectives • Conflict theory in employment relations • Organizational justice (distributive, procedural, interactional) • Voice, participation, and union theories	March 10
March 11	Module 9: Performance, Productivity, and Control	• Performance management theories • Surveillance, monitoring, and technological control • Emotional labor (Hochschild) • Work intensification theories	March 17
March 18	Module 10: Teams, Culture, and Leadership Theory	• Organizational culture and its theoretical foundations (Schein, Hofstede) • Leadership theories: trait, behavioral, situational, transformational • Team dynamics and group development theories	March 24
March 25	Module 11: Contemporary Theoretical Perspectives	• Gig work and platform labor theories • Flexible work, precarity, and	March 31

		boundaryless careers • Diversity management theories • Well-being, burnout, and stress theories	
April 1	Module 12: Future of Work: Emerging Theoretical Challenges	• AI and automation I.e. Impact on HRM theory • Hybrid work, remote work, and virtual teams • Ethical HRM and sustainability • The future of labor markets and worker identities	April 7

Have a Great Term!!!