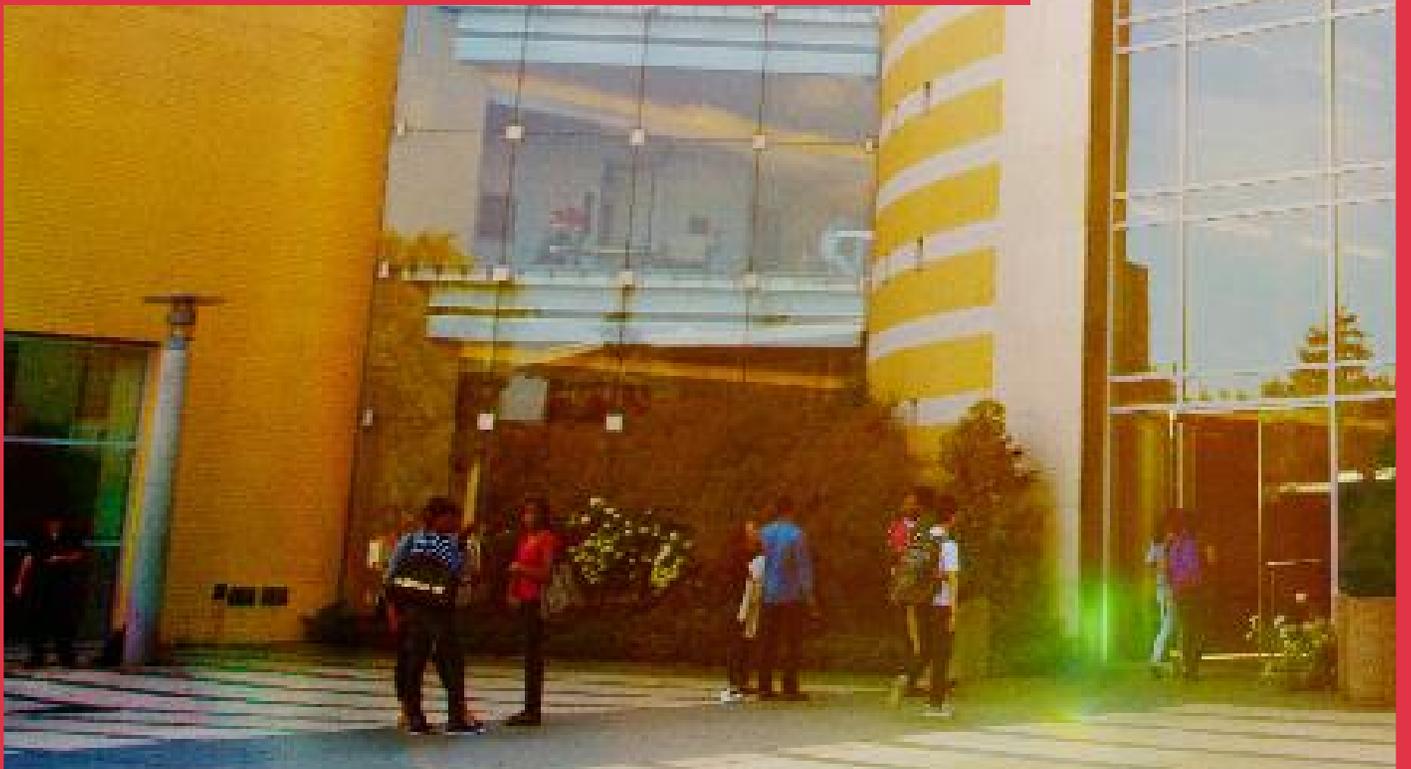


# Major Modification to a Program Proposal: Human Resource Management

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YORK 



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## Major Modifications to Existing Programs Proposal Template

### Major Modifications Proposal

1. **Faculty:** LA&PS
  2. **Department:** School of Human Resource Management
  3. **Program:** Human Resource Management
  4. **Degree Designation:** Bachelor of Human Resource Management, Minor in Human Resource Management, Professional Certificate in Human Resource Management
  5. **Type of Modification:**
    1. Addition of a new major or specialization where a similar major currently exists: We propose to add a new Specialized Honours Bachelor of Human Resource Management.
    2. Change in Program Requirements for the Honours Bachelor of HRM, Ordinary Bachelor of HRM, Minor in HRM and Professional Certificate in HRM.
  6. **Location:** Keele Campus
  7. **Effective Date:** Fall 2022
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### 8. Provide a general description of the proposed changes to the program.

The proposed changes within this 'Major Modification' fall into three main themes:

8.1. To **streamline the degree program** in order to allow for more flexibility for our students in pursuing their HRM degree. This change includes decrease the credits required within the Honours degree and adding a Specialized Honours degree.

By reducing the required courses in the Honours degree, BHRM students will have greater flexibility in their degree planning. For example, BHRM students will be able to take Minors in other departments, either within LA&PS and beyond. This is consistent with the Faculty's aim to ensure students have both breadth and depth within their degree experience. As a result of the proposed changes, BHRM students will be able to combine their professional studies degree with Minors in the Humanities, Social Sciences, Sciences, and other disciplines where available.

For students who wish to focus their studies on HRM, with a much wider and deeper exposure to the discipline, we propose the offering of a Specialized Honours Degree in HRM. In this program, students will be required to take additional specialized courses within the discipline to prepare them with a more extensive background of the discipline for their future careers and graduate studies.

8.2. To **establish a ‘first year’ course offering** within the program. Today, the BHRM students take their first course in the School of Administrative Studies (ADMS 1000). They also take first year courses in sociology (SOC1 1010) and psychology (PSYC 1010). The reliance on these courses is an artifact of how the BHRM was established and grew over the past few decades.

The BHRM was established while HR studies was housed with the School of Administrative Studies. All programs within that school began with ADMS 1000 and the BHRM was no exception. \* When SHRM was established in 2009 and the BHRM left SAS, the **course-by-course relationships** remained. As a result, BHRM students remain heavily reliant on ADMS courses to this day. The proposed changes will maintain a connection with SAS where it makes sense to do so, but the degree changes will also recognize that HRM students have specific disciplinary needs that are not met by the current introductory courses within SAS.

Similarly, introductory sociology and psychology were introduced as first year courses for the BHRM when it was first established for two reasons. First, these are foundational disciplines for the study of HRM and second, there were not enough courses, or faculty members, to teach relevant courses within the degree program. Since then, SHRM has established itself as a separate school with a strong faculty complement. The current faculty members hold the relevant expertise in the relevant disciplines and are able to provide courses that expose students to the foundational ideas in a more integrated manner. While we will continue to encourage students to take courses in sociology and psychology, the foundational courses for the BHRM will be program specific. In order to prepare students for higher level study of HRM, we are introducing a first-year course which discusses the historical origins of HRM within other fields (e.g., management studies, sociology, and psychology), with focus on understanding of how these roots apply to the study of HRM. This shift will allow us to prepare students for how these topics are addressed in higher level courses within the program.

8.3. To **update the program** so that it reflects the current scholarship of HRM. The suggested changes aim to capture the ways in which the study of HRM have changed and progressed over the recent couple of decades. For instance, while HRM used to rely heavily on foundational disciplines to inform its theoretical progress, there is now a deeper connection between HRM and directly relevant theory. Students will be exposed to these ideas in a new introductory course. Also, understanding data and technology has become an integral part of HRM studies. A course will be added to the program in order to reflect our up-to-date use of these advancements within the discipline. These updates require both the addition and the elimination of courses as per the proposal that follows.

## **9. Provide the rationale for the proposed changes.**

Consistent with the internal and external assessment, the faculty within SHRM are proposing a series of degree program changes that constitute a ‘Major Modification’ to the BHRM.

In SHRM’s most recent Cyclical Program Review, the assessors advised SHRM to enhance the degree program. The suggested enhancements were supported by the Joint-Committee on Quality Assurance (June 6, 2016). In particular, the proposed changes aim to (1) reduce the number of credits required within the major in order to allow greater flexibility; and (2) create a 1<sup>st</sup> year experience for incoming BHRM students whereby their introductory courses are directly relevant to the study of HR and set them up for success in their subsequent course work.

The BHRM program was established in 2001. In the first year, there were 161 students. Today, we have 812 Major students. The BHRM was initially offered through the School of Administrative Studies before the establishment of the School of Human Resource Management in 2009. When the degree program was first established there were few HRM courses, so many of the requirements were drawn from other departments within the School of Administrative Studies and beyond. In particular, a review of our current degree program would uncover a reliance on the Sociology and Psychology for both major credits and for credits on the lists of electives. While courses have been added to the BHRM program since its inception, the degree program as a whole has not undergone a considerable revision. This has resulted in the addition of many new courses without assessment where courses need to be removed or tailored to suit the changing discipline of HRM. As a result, the current degree program is inefficient and over-reliant on teaching from other programs.

Our BHRM students do not have 'choice' within their degree. 114 of the 120 credits composing the Honours BHRM are "required". While some of this is dictated by our alignment with the professional designation (i.e., Certified Human Resource Professional), many of the requirements are artifacts of the manner in which the degree was created. For instance, BHRM students are required to take ADMS 1000 (3 credits), SOCI 1010 (6 credits), and PSYC 1010 (6 credits) within their first few years of study. In essence, the first-year experience of our students is taught by programs outside of our discipline. While we are appreciative to these departments for providing this service to the BHRM program, it is no longer necessary. With the growth in faculty, and the advancement of scholarship within our discipline, SHRM is able to deliver the introductory content in a streamlined manner. Making these changes will have many beneficial consequences. Most significantly, BHRM students will now have choice in the ways in which they would like to complement their study of HRM. Students might elect to continue to take sociology or psychology, but will also have the ability to take courses in languages, art, science, and any other discipline. In fact, they will be able to take Minors in any degree program for which they are eligible.

Another benefit of the proposed degree changes is that SHRM will be able to engage BHRM students in their first year. At present, a typical first year for BHRM students would include General Education credits, ADMS 1000, HRM 2600, and possibly SOCI 1010 and PSYC 1010. In the revised BHRM, an introductory course would be added (HRM 1000). This course would review the foundational theories of HRM in a focussed manner, eliminating the necessity for foundational courses in other disciplines. Students will now be able to access other areas of study as per their own interests and initiatives. This will result in greater connection with HRM faculty and students in the first year of study. Over the course of the degree program, it will allow students to take a larger number of courses, from a wider range of disciplines across the university.

#### **10. Comment on the alignment between the program changes with Faculty and/or University academic plans.**

The proposed degree changes are aligned with a series of priorities within the University Academic Plan (UAP) 2020-2025. This major curriculum proposal helps the School of HRM to take a step further toward 21st Century Learning, as outlined in the 2020-2025 UAP. There is an emphasis placed on valuing and responding to the Quality Assurance Process in general and the Cyclical Program Reviews in particular. The proposed changes are entirely in line with the most recent CPR for SHRM. We were able to learn a great deal from our self-study, internal assessment, and from the report provided by two external assessors. As a result of this process, we

received clear guidance on how to improve our degree program. All of the suggested changes are responsive to the CPR.

Also consistent with the UAP (2020-2025) action priority of 21st Century Learning, the proposed changes to the BHRM stress the importance of liberal arts education and critical inquiry by “nurturing” interdisciplinary strengths. Within the revised BHRM program, students will be able to complement their professional studies degree with a broader range of courses from across the university, or focused study through a Minor of their choice. Students are able to personalize their degree program, which helps to increase the diversity of thought among the students in our classrooms, and encourages students to cultivate new partnerships and more connections, consistent with the 2020-2025 UAP priority of Advancing Global Engagement. Finally, the updated courses within the program reflect advancements within the field of HRM. Through these changes, we will maintain our strong academic leadership within the HRM educational community.

The 2020-2025 UAP priorities of From Access to Success, and Living Well Together stress a student-centred approach. Similarly, the White Paper Becoming an Engaged University 2010-2020 prioritizes the creation of a first-year program for undergraduate students. Through streamlined course offerings and greater contact during the first year, we hope to deepen relationships between students and faculty early in their studies, in order to further support student success and engagement.

At LA&PS, there has been a focus on joining the Liberal Arts with the Professional Studies. Through the proposed degree changes, BHRM students will have greater flexibility in the choices they are able to make about course selection allowing them to take advantage of the many rich academic experiences offered across the Faculty, thereby enhancing opportunities to foster Working in Partnership, as outlined in the 2020-2025 UAP.

By creating a first-year experience, we are responding to many of the priorities outlined in the LA&PS strategic plan and the 2020-2025 UAP priority of 21st Century Learning. The new course proposed for the first year is fundamentally an interdisciplinary introduction to the fields of study that inform HRM. Given the heavy reliance on theory, and the interdisciplinary nature of this course, teaching will rely heavily on full-time faculty. It will be a difficult course for part-time faculty to teach well given that they are often drawn from deep expertise built on practice within the discipline. Increased involvement of full-time faculty within the first-year program is also consistent with Principle 3 of the 2020-2025 UAP of From Access to Success. Also, given that the proposed course is required for BHRM students but not for students outside the Major, we anticipate that enrolment will allow for a ‘cohort’ experience among newly enrolled BHRMs.

The proposed degree changes align with the LA&PS Academic Plan (2021-26). It aligns with Principle 1, Prioritize student learning, excellence, and success, which states, “Engage in a sustained effort to enhance the academic experience of LA&PS students...” As stated above, the proposal aims to streamline the degree program to allow flexibility in the HRM degree, and it will also reflect current scholarship of HRM.

The proposed changes also align with Principle 4: Foster innovation in teaching and curriculum development, which states “Promote and support curricular and pedagogical innovation across all units and all levels of study, with particular attention to the first-year experience and experiential learning opportunities for students in all programs.” The proposed changes will help engage BRHM students in their first year (i.e., will establish a ‘first year’ course offering within the program). Additionally, the three new courses will provide students with experiential opportunities in the program.

In the ways described above, the proposed degree changes are aligned with the guiding documents of the Faculty, and the University.

- 11. If applicable, provide a detailed outline of the changes to the program and the associated learning outcomes, including how the proposed requirements will support the achievement of program learning outcomes. Programs should have eight to twelve program learning outcomes. Describe how the achievement of the program learning outcomes will be assessed and how that assessment will be documented. (i.e., the mapping of the courses to the program learning outcomes; graduate outcomes).**

The proposed changes to the BHRM degree are the first major changes since the program was originally established in 2001. These proposed revisions are intended ensure that the program remains up to date in the knowledge and skills that it provides to students in the field of HRM, and to keep the program aligned with York University's academic plan. The major changes to the program are intended to 1) revise the core of the BHRM de-gree to ensure that the material remains in line with the requirements for practitioners and researchers, and in line with our most recent CPR; 2) decrease the number of core courses in the BHRM honours degree in order to allow students to be able to take a mi-nor and to encourage new degree combinations (UAP priority #1 21st Century Learn-ing) by encouraging increased diversity of thought and critical thinking from students in the program. These changes also enhance our alignment with the 2020-2025 UAP pri-ority #3 From Access to Success through increased focus on student contact with full-time faculty by adding innovative courses and creating a 'first year experience' that is centred more within the HRM field. This will provide our students with greater access to faculty and student support earlier in their program of study.

The proposed changes are aligned with the major professional bodies of human re-source practitioners in Canada (HRPA) and the United States (SHRM). The specific changes to the BHRM degree are outlined in Appendix A. Course Proposal forms for the 3 new courses can be found in Appendix B.

## Appendix C

### Summary of Proposed Courses Learning Outcomes and Program Alignment

New Course	Courses Replaced by New Course	Program Requirement Alignment	Learning Outcomes Associations
<b>HRM 1000</b> “Fundamentals of HRM”	PSYC1010; SOCI1010; ADMS1000	<p>This course introduces students to the disciplines that underlie the study of human resource management. Theories from a range of fields across the social science and management will be reviewed as they relate to the study of individuals at work and within organizations. Students will learn how to critically consider issues relative to various frameworks. They will also be exposed to how theory relates to practice by considering today’s global reality as it relates to business and management. This course will provide the foundation for understanding how theory informs HRM in subsequent courses within the BHRM</p>	<p>1. How does the course contribute to the program learning outcomes? For example, course learning outcomes #1 contributes to program learning outcomes x, y, z.”</p> <p><i>(1) Understanding and communicating the contribution of HR to business and the role of HR in society.</i></p> <p>Students will also understand how HR contributes to both business and the larger world. Through exploration of how HR informs our understanding of people and work, we will contribute to program learning objectives. Students will gain knowledge in theories that can be used to understand how people experience work, as well as the relationship between individuals within organizational environments. They will also explore how organizational culture,</p>

program.

At its core, the study of human resource management is an interdisciplinary effort. Scholarship in this area is informed by early work in psychology, sociology, legal studies, industrial relations, and management studies. In this course, students will develop an understanding of the various intellectual frames that inform the area of study.

Through a considered review of some of the core theories that inform studies in HRM, students will gain an understanding of the various viewpoints that are used to inform the field of study. Students will learn to think critically about issues from various perspectives, developing the understanding that one issue can be viewed through many lenses. They will gain an understanding of the importance of how the science of HRM informs practice in today's landscape.

Completion of this course will support the student's progress through the degree program. By understanding the foundations of HRM, students will be able to interpret and integrate the focussed knowledge they will encounter through the rest of the degree program.

informed by policies and practices, is experienced through the lens of academic knowledge.

*(2) Critical thinking in the development of people at work.*

Upon completion of this course, students will be able to critically consider HRM issues relative to a basic academic understanding of the foundational disciplines. They will develop their critical thinking skills through an analysis of the link between research and practice within this discipline.

2. Please indicate the relationship of this course to existing offerings, particularly in terms of overlap in outcomes and content.

This is a 3-unit course offering foundational knowledge of the various lenses used to study human resources management. There are elements of this course that could be linked to other disciplines (e.g., organizational behavior, sociology, psychology, economics, labour studies, business, management). However, the course will be focused on issues and concerns relevant to HR scholarship. It is an introduction to the interdisciplinary nature of the study of HRM and therefore unique in both its focus and in the way in which it explores these various areas of study.

To our knowledge, there is no significant overlap with other courses at York. In fact, we believe this course has the potential to distinguish the BHRM from other university degrees in HRM. Most universities embed HR degrees within business programs. Providing students

**HRM2420** “Human Capital Data and Analytics”

ADMS2320;  
ADMS3330

This proposed course provides students with the techniques and methods necessary to empirically demonstrate the impact of human capital and HR initiatives. Students learn how to frame a business problem in the context of HR principles, and to use data to analyze HR-related business problems and communicate results. The course aligns our course offerings with the competency frameworks outlined by the Canadian and US professional HRM bodies. These bodies both emphasize the importance of skills in collecting and analyzing quantitative data in order to evaluate HR initiatives.

with a course on foundations theories in HRM aligns the study of HRM at York with the theoretical advancements in the field of study.

Upon completion of this course, students will be able to ask questions that can be answered by the collection and analysis of data. Students will be able to

- 1) Frame a business problem in the context of HR principles
- 2) Understand how to formulate an HR question as an analytics problem
- 3) Understand the different types of measures and data that are used in HRM, and how those data may be stored.
- 4) Understand the types of analyses that are commonly used to answer business questions involving Human Capital data, and perform basic statistical analyses that are suited to the research question, and
- 5) interpret and communicate the results of HR research.

#### Course Rationale

3. How does the course contribute to the program learning outcomes? For example, course learning outcomes #1 contributes to program learning outcomes x, y, z.”

Understanding and communicating the contribution of HR to business and the role of HR in society - HRM 4420 Research Methods provides the foundations in the scientific method, including an understanding of causation and how experimental design affects our ability to infer cause. This course complements 4420 by providing the foundations in using data to ask and answer important questions that relate to the management of human capital. Together, these

courses will provide students with an understanding of the types of data, measures, and methods that are used to analyze HR-related questions, the skills to manage these data and perform basic analyses, and the ability to interpret and communicate the results of basic analyses.

Critical thinking in the development of people and work - The first learning objective associated with this program learning objective is to "Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts". Through case work and regular assignments that address the analytic methods covered in the course, the proposed course provides a critical link in fulfilling this objective by providing the skills necessary to empirically test and evaluate any HR implementation. This course also helps students to understand the methods and analyses discussed in relevant academic literature, which directly addresses the learning outcome to "be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field".

Addressing the needs of workers, employers, and society - The proposed course provides the skills necessary to measure and evaluate the impact of HR practice implementations on employee attitudes and behaviours. This addresses our program learning outcomes of being able to "Demonstrate an understanding of how HR practices impact the individual

**HRM 4425** “Human Resource Analytics”

HRM 2600;  
HRM 3430;  
HRM 2420

This course provides students with the concepts, empirical techniques, methods, and applied tools they need for developing information, planning, and effective decision-making. Students learn foundational HR analytic methods such as data collection, data management, descriptive statistical analysis, model-based regression analysis, and information communication techniques.

The design, implementation, and on-going functioning of Human Resource Management policies, practices and systems should be based on sound evidence. Evidence derived from an HR Analytics data-driven approach is key to aiding and improving decisions that advance individual and organizational success.

This course will provide students with the concepts, techniques, methods, and applied tools they will need for effective decision-making. Students will be able

in the workplace...”, and to “Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective”.

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

- (1) Use critical think skills to develop relevant HR related questions for key HR topic areas,
- (2) Identify and collect the data required to answer questions of interest,
- (3) Understand practices around how to best manage (e.g. store and maintain) those data,
- (4) Evaluate the quality and appropriateness of data for analytic uses,
- (5) Use HR analytic statistical capabilities (e.g. descriptive and model-based techniques) to derive meaning from the data resources, and
- (6) Evaluate, interpret, and communicate results to create information that aids decision-making.

**1. Understanding and communicating the contribution of HR to business and the role of HR in society**

*1.1 Demonstrate knowledge of the ‘leading edge’ evidence-based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work*

*1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and*

to apply these tools and principles to support transformations, decisions, and HR programs and practices (e.g. recruiting and selecting, evaluating and rewarding performance, and training/development and career management).

Students will learn how HR related data can be used to enable the investigation of common HR questions (around topic areas such as selection-recruitment, workforce engagement, employee development, performance, and retention), and they will learn the steps required for HR data analytics including data collection, management, and analysis. The concepts and tools learned in this course will enable students to process, explore, and communicate the vital information that is critical to key decision makers.

This course is designed for students that have some basic understanding of types of HR data, descriptive statistical analysis, and regression techniques. Through exercises and assignments students will learn foundational HR analytic methods such as data collection, data management,

*practice recommendations to stakeholders.*

*1.3 Articulate both in writing and verbally the fundamental approaches to understanding people at work*

*1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.*

The new 2000 level course entitled "The Management of Human Capital Data and Analytics" provides basic descriptive and model-based statistical methods, and the HRM 4420 Research Methods provides the foundations in the social science research methods. This course complements those courses by providing an applied approach focusing on data collection, data management, descriptive statistical analysis, model-based regression analysis, and information communication techniques. This course will be rooted in conceptually relevant HR topic areas and will provide students with HR Analytics knowledge that will enable HR activities to be evaluated thereby aiding evidence-based decision making.

This course requires students to use HR Analytic approaches to conceptually and empirically develop evidence that can be used to support decisions or recommendations (expressed both orally and in writing). Situational relevant case exercises and assignments engage students in identifying questions for which data and HR analytic approaches (including statistical techniques) can be used to develop information and evidence which can then be used to aid in developing arguments which provide a

descriptive statistical analysis, model-based regression analysis, and information communication techniques (such as data visualization and HR dashboards). Students will have exposure to different types and sources of data and data analytic tools (for example Excel, other examples of alternative packages include SPSS, Stata, and R)

rationale or support for HR activities or initiatives. Elements of the course will focus on issue and problem identification, data needed to evaluate the concerns, analysis and evaluation of the data, and the development of options or recommendations with consideration given to characteristics of the situation and possible implications given the contextual factors (such as organizational strategy). The cases will provide students with the opportunity to develop both writing and oral presentation skills that are anchored in academic perspectives but that are clearly understandable by HR practitioners and non-experts.

## **2. Critical thinking in the development of people and work**

*2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts*

*2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation*

A learning objective of this course is to provide students with knowledge and techniques that give them the tools to be able to conduct step by step evaluations of HRM practices. Through case exercises and project assignments that bring together concepts, data, and quantitative methods, the

proposed course provides a critical link in fulfilling this objective by providing the applied knowledge necessary to assess HR activities that are founded in conceptual understanding and empirical evaluation.

Another primary learning objective of this course is to differentiate between HRM practices that are informed by the Human Resource research and practices that are not rooted in evidence; this course will provide students with the knowledge to understand how the choice HRM practices and their implementation can be informed by theory and methods of evaluation. Thus, the proposed course provides the knowledge necessary to evaluate and assess HR activities such as selection-recruitment, workforce engagement, employee development, performance, and retention activities and their impact on employee attitudes and behaviours. This is done through the use of case-based exercises and assignments that engage students in practical problems faced by organizations and the use of evidence to develop possible solutions based on analytics.

**3.**  
***Addressing the needs of workers, employers, and society***

*3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.*

*3.2 Be able to read and use HRM research literature as a*

*bridge between the science of HRM and the practice within the field*

*3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.*

*3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.*

*3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.*

The knowledge and skills from this course will contribute to enabling students to operate in Canada as an HRM professional with a foundation in HR Analytics. This will aid students in becoming HR researchers and/or HR practitioners that will have the needed skills to empirically assess HRM policy, programs, and practices.

Through the case-based exercises and assignments, students will learn how questions, analysis, and empirical results can be highly contextually dependent and that understanding, and knowledge can be impacted by the complexity of the environment within which situations occur. Students will also learn how to identify and evaluate knowledge claims generally (e.g. claims made in scientific papers in the field of HR as well as other fields), and limitations of; knowledge within their own case-based exercises and assignments specifically, the limits of the claims that can be made based on

their own statistical analyses, inference, interpretation, and evaluation.

## Appendix D

### Summary of non-HRM Courses Removed from the Degree

Course	Rationale
PSYC 1010 Introduction to Psychology	<p>HRM is an interdisciplinary area of study and while psychology is one 'foundation' there are many other disciplines that could be explored. Rather than require students to take a full course in psychology and sociology, we propose mounting a 'foundations' course that explores the roots of HRM scholarship broadly (even beyond these two areas). Removal of this course also allows students far more flexibility in their degree planning.</p> <p>Students will continue to have the option of taking Psychology 1010 and upper year psychology courses as electives.</p>
PSYC 3410 Educational Psychology	<p>This course remains available to students as an elective. We hope that the new added flexibility within the program will encourage students to use the credits outside the major to select from the wide array of courses offered by LA&amp;PS departments.</p>
PSYC 3570 Organizational Psychology	<p>Students rarely take advantage of this option so our aim is to remove this substitution for ADMS 2400 from the curriculum plan</p>
SOC 1010 Introduction to Sociology	<p>HRM is an interdisciplinary area of study and while sociology is one 'foundation' there are many other disciplines that could be explored. Rather than require students to take a full course in psychology and sociology, we propose mounting a 'foundations' course that explores the roots of HRM scholarship broadly (even beyond these two areas). Removal of this course also allows students far more flexibility in their degree planning.</p> <p>Students will continue to have the option of taking Sociology 1010 and upper year sociology courses as electives.</p>

SOCI 3680 Racism In Canada	This course has been retired from the Sociology program.
SOCI 3615 Sociology Of Occupations & Professions	This course has been retired from the Sociology program.
ECON 3240 Labour Economics	Labour Economics theory was removed from the curriculum because the material in ECON 3240 that is relevant to the program learning objectives is covered in other core courses (HRM 3422 Industrial Relations, HRM 2600, HRM 1000 Fundamentals of HRM (proposed), HRM 3490 Compensation, and HRM 3430 HR Planning).
ADMS 1000 Introduction to Business	ADMS 1000 is made redundant as a core course requirement, as the learning objectives from this course will be satisfied by the proposed Fundamentals of HRM course.
ADMS 2320 Business Statistics & 3330 Introduction To Management Science ( <i>formerly Quantitative Methods I &amp; II</i> )	These two courses will be replaced by the proposed HRM 2420 Data and Analytics course. In addition, as of FW20-21, ADMS has introduced a change to the content and title of ADMS 3330 to "Introduction to Management Science". The content of the new HRM 2420 course will provide students with the techniques and methods necessary to empirically demonstrate the impact of human capital and HR initiatives.
ADMS 3120 Gender Issues In Management	This course was included in the list of electives when the selection of course offerings for the BHRM degree program was very limited. Since then, the program offerings have grown to include diversity and inclusion content within most HRM courses, as well as a required course (HRM3450) and an elective (ADMS4444). We hope that students that are interested in an additional exposure to gender issues, in the workplace or otherwise, will use the credits outside the major to select from the wide array of courses offered by LA&PS departments.
ADMS 3930 Management	This course has been retired from the ADMS program.
ADMS 4010 Organization & Administrative Theory	The list of electives has been adjusted to ensure those courses listed are more tightly aligned with the learning objectives. This course was included on the electives list for historical reasons when the BHRM degree program was offered through SAS, and is not directly aligned with the learning objectives of our degree program.

MIST 3580 Ethnic Communities In Canada	This course has been retired.
MIST 3680 - Racism In Canada	This course has been retired.

## Proposed Changes to Courses

Please find all required course change forms in **Appendix E**.

## Appendix F

### Summary of Proposed Changes to Courses

Course	Cross Listings	Prerequisites			Other changes
	Remove ADMS (see footnote 1)	REMOVE	ADD	Keep	
HRM 2600 Human Resource Management	Yes	ADMS 1000 (see footnote 2)			
HRM 3400 Occupational Health and Safety	Yes (keep HLST 3240)	ADMS 1000 (see footnote 2)			
HRM 3410 Training & Development	Yes	ADMS 1000 (see footnote 2)	ADMS2400 (pre/co)	HRM 2600	
HRM 3420 Employment Law	Yes			HRM 2600	Course description revision
HRM 3422 Industrial Relations	Yes	ADMS 2400			
HRM 3430 Human Resource Planning	Yes			HRM 2600	
HRM 3440 Leadership and Management Skills		ADMS 1000 (see footnote 2)		HRM 2600, ADMS 2400	See footnote 3
HRM 3450 Equity, Diversity & Inclusion in the Workplace		HRM 2600	ADMS 2400		
HRM 3470 Recruitment, Selection & Performance Appraisal	Yes		HRM 1000*	HRM 2600	* HRM 1000 for BHRM, HRM Certificate and HR Minor students only.
HRM 3490 Compensation	Yes		HRM 1000*	HRM 2600	* HRM 1000 for BHRM, HRM Certificate and HR Minor students only.
HRM 3460 Organizational Development (previously HRM 4460)	Yes			HRM 2600, ADMS 2400	Level change: 4 <sup>th</sup> to 3 <sup>rd</sup> year ( <a href="#">rationale q.8, p.6</a> ) Course lists in calendar copy: Optional for all BHRM degrees. Previously required for the Honours degree. ( <a href="#">rationale q.8, p.6</a> )

Course	Cross Listings	Prerequisites			Other changes
	Remove ADMS (see footnote 1)	REMOVE	ADD	Keep	
HRM 4410 Strategic Human Resource Management	Yes			HRM 2600, HRM 3400, HRM 3410, HRM 3422, HRM 3430, HRM 3470, HRM 3490	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4420 Human Resource Research Methods	Yes			HRM 2600	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4430 Career Management				HRM 2600, HRM 3410	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4440 Issues in Human Resource Management	Yes			HRM 2600	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4470 International Human Resource Management	Yes	HRM 3410 HRM 3470		HRM 2600, HRM 3430, HRM 3490	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> ) <u>Course lists in calendar copy:</u> Optional for Honours (previously required). Required for the new Specialized Honours degree. ( <a href="#">rationale q.8, p.6</a> )
HRM 4480 Cross Cultural Management				HRM 2600, ADMS 2400	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4481 Organizational Communication		ADMS 1000 (see footnote 2)		HRM 2600, ADMS 2400	See footnote 3  Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4485 Executive Coaching		ADMS 1000 (see footnote 2)	ADMS 2400	HRM 2600	See footnote 3  Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4490 Negotiations for Human Resource Management		ADMS 1000 (see footnote 2)		HRM 2600, ADMS 2400	See footnote 3  Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )
HRM 4495 Managing Effective Groups and Teams		ADMS 1000 (see footnote 2)		HRM 2600, ADMS 2400	See footnote 3  Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )

Course	Cross Listings	Prerequisites			Other changes
	Remove ADMS (see footnote 1)	REMOVE	ADD	Keep	
HRM 4500 Advanced Law of Work and Policy				HRM 3420	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )  Course lists in calendar copy:  Required for the new Specialized Honours degree. (rationale q.8, p.6)
HRM 4050 Advanced Industrial Relations	Yes			HRM 3422	Minimum credits completed reduced from 78 to 66 ( <a href="#">rationale q.8, p.5</a> )

**Footnotes:**

1. Rationale for removal of cross-listing with ADMS: See [question 5 on page 2](#).
2. Rationale for removal of ADMS 1000 as prerequisite: [See question 8 on page 5](#)
3. Ensuring access to the course for BCom students: BCom prerequisite is ADMS 2400 only.

**Appendix G**

**Program Learning Outcomes:**

**Bachelor of Human Resource Management (BHRM)  
Program-Level Learning Outcomes**

**1.**

**Understanding and communicating the contribution of HR to business and the role of HR in society**

1.1 Demonstrate knowledge of the 'leading edge' evidence-based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work.

1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders.

1.3 Articulate both in writing and verbally the fundamental approaches to understanding people at work.

1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.

**2.**

**Critical thinking in the development of people and work**

2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts.

2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation.

### 3.

#### **Addressing the needs of workers, employers, and society**

3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.

3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field.

3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.

3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.

3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.

### **Curriculum Map**

Please find the curriculum map in **Appendix H**.

### **12. Summarize the consultation undertaken with relevant academic units, including commentary on the impact of the proposed changes on other programs. Provide individual statements from the relevant program(s) confirming consultation and their support.**

As the SHRM curriculum committee considered revisions to our degree programs, we engaged in a collegial consultation process with units (i.e. School of Administrative Studies, School of Health Policy and Management, School of Public Policy and Administration, the Bridging Program for IEPs, School of Information Technology, Department of Social Science, Department of Psychology, Department of Sociology, Department of Economics, Department of Equity Studies, and the Office of Admissions) who would be affected by the proposed changes. All of the completed consultation forms and responses are included in **Appendix I**. For the most part, the units we consulted were supportive of the changes or had no concerns with our proposal. We will respond below to cases where concerns were raised. We will also review the consultation with ADMS given the significant nature of the relationship between our programs.

## **1. Psychology**

We thank the psychology department for their considered comments regarding our degree changes. Our colleagues raise concerns around the importance of psychology for the discipline of HRM, and the way in which psychology courses distinguish our degree from other programs in the province. We agree that psychology is an important foundation for HRM. In fact, many of our faculty members have doctoral degrees in organizational psychology. It is, however, important to note that psychology is not the only foundational discipline. HRM is also grounded in law, labour studies, economics, management sciences, organizational behaviour, psychology, and industrial relations. It would be impossible for our students to take courses in all of the core disciplines in order to inform their degree experience. For that reason, we have hired an interdisciplinary faculty group who hold various expertise that can be used to serve our students, providing them with the foundational perspectives through HRM coursework. Also, it is important to note that HRM has evolved into a rich discipline on its own. While it has historical roots in other areas, HRM is a substantive area of study that merits an examination of its own foundations within a focussed academic program of study.

It is important to address the notion that courses in psychology are what distinguishes the BHRM at York from other university and college competitors. We believe that what distinguishes our program is that we have developed an interdisciplinary faculty group and academically rigorous coursework. The BHRM is a leader in HRM education nationally. Students taking courses within our program are given a rich experience grounded in relevant HRM theory and enriched through opportunities to engage with scholars with deep knowledge, and active research program in HR scholarship. These themes are evident in both our most recent CPR and the AAPR.

Finally, we would like to repeat that we will continue to encourage students to take courses in psychology. However, we would equally want to ensure that we can encourage students to take courses in other disciplines. There will be students who are interested in other foundational areas and still others who wish to complement their studies with unforeseen combinations. It is this flexibility that we view as core to our vision for the BHRM program.

## **2) Sociology**

In order to respond to the comments provided by our colleagues in sociology, we need to clarify our intentions. It is not the intention of the HRM group to mount courses in sociology or to teach sociology within our courses. We respect the expertise of our sociology colleagues and their unique ability to teach courses foundational their discipline.

In our consultation document, we did refer to the growing expertise within our department. We are an interdisciplinary unit and do have faculty trained in sociology, in addition to law, psychology, industrial relations and other disciplines. That said, our focus is on HRM studies. Our intention with the proposed change is only to mount a foundational course that surveys the roots of HRM studies in a way that prepares BHRM students for the types of theoretical approaches they will learn within their degree program. We do not intend to teach sociology and regret conveying that impression. As with many disciplines, HRM borrows theories from other areas and adapts them for application to discipline specific interpretations. The foundations course that we propose will expose BHRM students to theories and ideas relevant to HRM scholarship. Some of these will have historical links to other disciplines but again, the coursework will sit firmly within the domain of HRM. We continue to believe that it is important to

remove SOCI 1010 from the BHRM required curriculum. We are grateful to our colleagues for teaching this course for us over the years. By removing this 6-credit course, we allow BHRM students the ability to make choices about how they complement their BHRM studies. Given the interdisciplinary nature of the BHRM program, there are many areas that students could elect to pursue in order to deepen their knowledge.

### **3) Administrative Studies**

Given the origins of the School of HRM within ADMS, there were substantial areas of connection between the two programs. We would like to reiterate our gratitude to the School of Administrative Studies for all their work in helping us to ensure that the details of the changes that are being proposed present no logistical problems for either programs or students. Overall, the School of Administrative Studies has recognized the value in our attempt to open our program to allow BHRM students to pursue minors in other areas including Business, Marketing, and Emergency and Disaster Management. The School of Administrative Studies expresses no concerns at this point with our proposal.

#### **13. If applicable, describe changes to any admission requirements and on the appropriateness of the revised requirements for the achievement of the program learning outcomes.**

The school does not propose any changes to the existing admission requirements. The new Specialized Honours degree will have the same admission requirements as the Ordinary and Honours degrees. Admission criteria will remain as follows:

##### **BHRM Ordinary, BHRM Honours and new BHRM Specialized Honours degrees:**

- Ontario Secondary School Diploma (OSSD)
- ENG4U
- 4U math
- And four additional 4U or M courses

##### **Professional Certificate in HRM**

- Applicants to the stand-alone certificate must have completed an undergraduate university degree.
- York students who wish to pursue the certificate concurrently with their degree must have successfully completed 24 credits.

##### **Minor in HRM**

- Students must have completed 30 University credits or the equivalent and maintain Honours standing for major/minor combinations.

#### **14. Describe any resource implications and how they are being addressed (e.g., through a reallocation of existing resources). If new/additional resources are required, provide a statement from the relevant Dean(s)/Principal confirming resources will be in place to implement the changes.**

There school does not predict any requests for new or for the reallocation of resources based on the implementation of this proposal. It is anticipated that SHRM will participate in the typical faculty complement planning process making requests for additional faculty as new content areas evolve or enrolment grows. The following three new courses are proposed: HRM 1000, HRM 2420, and HRM 4225 (Appendix B). There will be no new faculty members hired to support the delivery of these proposed courses. At this time, we do not believe that new resources will be required to implement the courses that are being proposed.

**15. When applicable, comment on the appropriateness of the revised mode(s) of delivery for the achievement of the program learning outcomes.**

No net changes to students. We have faculty that can accommodate the changes.

**16. Is the assessment of teaching and learning within the program changing? If so, comment on the appropriateness of the revised forms of assessment to the achievement of the program learning outcomes.**

No changes are anticipated to the assessment of teaching and learning.

**17. Provide a summary of how students currently enrolled in the program will be accommodated.**

(1) For many years, the Department of Economics has been generously teaching a special section of ECON 3240 Labour Economics exclusively for BHRM students where the prerequisites are not required. With the anticipated changes to the BHRM curriculum coming into effect in Fall 2022, Economics will cease to offer this separate section for our students.

As a result, in order to accommodate the transition for students who are in the midst of completing their BHRM degree requirements, students will be able to substitute the ECON 3240 requirement with the course ECON 1000 Introduction to Microeconomics. Our consultation with the Undergraduate Program Director in Economics has confirmed that their department will be willing to allow BHRM students enrol in the course.

(2) ADMS 1000 is being replaced with HRM 1000 as a degree requirement and a prerequisite for ADMS 2400. However, ADMS 1000 will continue to be a required course for students who started their degree prior to Fall 2022 as they will be following the calendar requirements for the year in which they entered the degree. It will be emphasized however, that students will not be able to take both ADMS 1000 and HRM 1000 and have both count as a major course for their degree.

(3) With the support of the program academic advisor, a flowchart has been developed to guide the progress of continuing students through the degree in light of the changes made to courses and degree requirements. This framework will be applied to the most common student scenarios we may encounter. Where applicable, students will have the opportunity to meet with the academic advisor and Undergraduate Program Director to address case-by-case concerns.

**18. Provide the following appendices:**

**A) Program Learning Outcomes (eight to twelve)**

See [Appendix G](#) above.

**B) Provide as an appendix a side-by-side comparison of the existing and proposed program requirements as they will appear in the Undergraduate or Graduate Calendar.**

**Existing Calendar Copy (Change From):**

**Proposed Calendar Copy (Change To):**

**Notes:**

**Notes:**

- The Human Resources Professionals Association, HRP A requires AP/ADMS 1500 3.00 or both AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 in order to be approved as having met the academic requirements for the Certified Human Resources Professional (CHRP).
- Under the certification process, HRP A requires an average of 70 per cent with the lowest acceptable grade in any required course of 65 per cent.
- ~~For students who have a prior degree in a business-related program, AP/ADMS 1000 3.00 is waived for the program and as a prerequisite. Students must in its place complete an additional 3.00 credits from the list of additional courses within the major in (iii).~~

- The Human Resources Professionals Association, HRP A requires AP/ADMS 1500 3.00 or both AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 in order to be approved as having met the academic requirements for the Certified Human Resources Professional (CHRP) [designation](#).
- Under the certification process, HRP A requires an average of 70 per cent with the lowest acceptable grade in any required course of 65 per cent.

### [Specialized Honours BHRM: 120 Credits](#)

[Entry requirement: Prior to entering the Bachelor of Human Resources students are required to have completed one 4U mathematics course or the equivalent.](#)

[Residency requirement: a minimum of 30 course credits and at least half \(50 per cent\) of the course credits required in each undergraduate degree program major/minor must be taken at York University.](#)

[Graduation requirement: students must successfully complete \(pass\) at least 120 credits which meet the Faculty's](#)

degree and program requirements with a cumulative grade point average of at least 5.00 and a major grade point average of at least 5.50.

General education: a minimum of 21 general education credits as follows:

- 6.00 credits in natural science (NATS)
- a 9.00 credit approved general education course in the social science or humanities categories
- a 6.00 credit approved general education course in the opposite category to the 9.00 credit course in social science or humanities already taken

Major credits: 81 credits in total including:

(i) 42 program core credits as follows:

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- AP/HRM 2420 3.00;
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00;
- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00
- AP/HRM 3490 3.00

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

(ii) plus the following 18 credits:

- AP/HRM 4410 3.00;
- AP/HRM 4420 3.00;
- AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
- AP/HRM 4470 3.00;
- AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00);
- AP/HRM 4500 3.00.

(iii) 21 additional credits chosen from the following list of course options below:

- AP/ADMS 2200 3.00;
- AP/ADMS 3660 3.00;
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- AP/HRM 3460 3.00;
- AP/HRM 4050 3.00;
- AP/HRM 4425 3.00;
- AP/HRM 4440 3.00;
- AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
- AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
- AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
- AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
- AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
- AP/SOCI 3860 6.00;
- HH/PSYC 3140 3.00;
- HH/PSYC 3430 3.00.

Note: at least 18 credits in the major must be completed at the 4000 level.

Upper-level credits: at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level.

Credits outside the major: 18 credits

### Honours BHRM: 120 Credits

Students prior to entering the Bachelor of Human Resources are required to have completed one grade 4U mathematics course or the equivalent.

**Residency requirement:** a minimum of 30 course credits and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at York University.

**Graduation requirement:** students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 and a major grade point average of at least 5.50.

**General education:** a minimum of 21 general education credits as follows:

- 6.00 credits in natural science (NATS)
- a 9.00 credit approved general education course in the social science or humanities categories
- a 6.00 credit approved general education course in the opposite category to the 9.00 credit course in social science or humanities already taken

**Major credits:** 84 credits in total including:

(i) 42 credits (program core) as follows:

- ~~AP/ADMS 1000 3.00;~~
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00 or HH/PSYC 3570 3.00;
- ~~AP/EGON 3240 3.00\*\*;~~

### Honours BHRM: 120 Credits

**Entry requirement:** Prior to entering the Bachelor of Human Resources students are required to have completed one 4U mathematics course or the equivalent.

**Residency requirement:** a minimum of 30 course credits and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at York University.

**Graduation requirement:** students must successfully complete (pass) at least 120 credits which meet the Faculty's degree and program requirements with a cumulative grade point average of at least 5.00 and a major grade point average of at least 5.50.

**General education:** a minimum of 21 general education credits as follows:

- 6.00 credits in natural science (NATS)
- a 9.00 credit approved general education course in the social science or humanities categories
- a 6.00 credit approved general education course in the opposite category to the 9.00 credit course in social science or humanities already taken

**Major credits:** 66 credits in total including:

(i) 42 credits (program core) as follows:

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- AP/HRM 2420 3.00;
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;

- AP/HRM 2600 3.00 (~~cross-listed to: AP/ADMS 2600 3.00~~);
- AP/HRM 3400 3.00 (cross-listed to: ~~AP/ADMS 3400 3.00~~, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (~~cross-listed to: AP/ADMS 3410 3.00~~);
- AP/HRM 3420 3.00 (~~cross-listed to: AP/ADMS 3420 3.00~~);
- AP/HRM 3422 3.00 (~~cross-listed to: AP/ADMS 3422 3.00~~);
- AP/HRM 3430 3.00 (~~cross-listed to: AP/ADMS 3430 3.00~~);
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00 (~~cross-listed to: AP/ADMS 3470 3.00~~);
- AP/HRM 3490 3.00 (~~cross-listed to: AP/ADMS 3490 3.00~~);
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00
- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00;
- AP/HRM 3490 3.00.

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

~~\*\* Prerequisite waived for BHRM students.~~

(ii) plus the following **12** credits:

(ii) plus the following 24 credits:

- ~~AP/ADMS 2320 3.00~~;
- ~~AP/ADMS 3330 3.00~~;
- AP/HRM 4410 3.00 (~~cross-listed to: AP/ADMS 4410 3.00~~);
- AP/HRM 4420 3.00 (~~cross-listed to: AP/ADMS 4420 3.00~~);
- AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
- ~~AP/HRM 4460 3.00~~ (~~cross-listed to: AP/ADMS 4460 3.00~~);
- ~~AP/HRM 4470 3.00~~ (~~cross-listed to: AP/ADMS 4470 3.00~~);
- AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00).
- AP/HRM 4410 3.00;
- AP/HRM 4420 3.00;
- AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
- AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00).

(iii) **12** additional credits chosen from the following list of course options below:

(iii) 45 additional credits chosen from the following list of course options below:

- AP/ADMS 2200 3.00;
- AP/ADMS 3660 3.00;

- AP/ADMS 2200 3.00;
  - ~~AP/ADMS 3120 3.00;~~
  - AP/ADMS 3660 3.00;
  - ~~AP/ADMS 3930 3.00;~~
  - ~~AP/ADMS 4010 3.00;~~
  - AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
  - AP/HRM 4440 3.00 (~~cross-listed to: AP/ADMS 4440 3.00;~~);
  - AP/HRM 4050 3.00 (~~cross-listed to: AP/ADMS 4050 3.00;~~);
  - AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
  - AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
  - AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
  - AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
  - AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
  - AP/HRM 4500 3.00;
  - ~~AP/MIST 3580 6.00;~~
  - ~~AP/MIST 3680 6.00;~~
  - AP/SOCI 3860 6.00;
  - HH/PSYC 3140 3.00;
  - ~~HH/PSYC 3410 3.00;~~
  - HH/PSYC 3430 3.00.
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
  - **AP/HRM 3460 3.00;**
  - AP/HRM 4050 3.00;
  - **AP/HRM 4425 3.00;**
  - AP/HRM 4440 3.00;
  - **AP/HRM 4470 3.00;**
  - AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
  - AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
  - AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
  - AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
  - AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
  - AP/HRM 4500 3.00;
  - AP/SOCI 3860 6.00;
  - HH/PSYC 3140 3.00.
  - HH/PSYC 3430 3.00;

**Note:** at least 18 credits in the major must be completed at the 4000 level.

**Upper-level credits:** at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level.

**Credits outside the major and ADMS:** at least 18 credits including ~~HH/PSYC 1010 6.00, AP/SOCI 1010 6.00.~~

**Note:** at least 18 credits in the major must be completed at the 4000 level.

**Upper-level credits:** at least 36 credits at the 3000 or 4000 level, including at least 18 credits at the 4000 level.

**Credits outside the major:** **18 credits**  
**(Note: students who are completing a double major or major/minor are deemed to have fulfilled this requirement.)**

### **Honours Major/Minor BHRM**

**The Honours BHRM program described above may be pursued jointly with approved Honours Minor degree programs in the Faculty of Environmental and Urban Change, the**

[Faculty of Health, the Faculty of Liberal Arts and Professional Studies, the Faculty of Science, the School of the Arts, Media, Performance & Design, the Lassonde School of Engineering, or Glendon. For further details on requirements, refer to the listings for specific Honours programs that may be pursued jointly with other Faculties.](#)

[Note: in a major/minor program, a course may count only once toward major credit or minor credit.](#)

### **BHRM: 90 Credits**

Students prior to entering the Bachelor of Human Resources are required to have completed one grade 4U mathematics course or the equivalent.

**Residency requirement:** a minimum of 30 course credits and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at York University.

**Graduation requirement:** students must successfully complete (pass) at least 90 credits which meet the Faculty's degree and program requirements with a cumulative and major grade point average of at least 5.00.

**General education:** a minimum of 21 general education credits as follows:

### **BHRM: 90 Credits**

**Entry requirement:** Prior to entering the Bachelor of Human Resources [students](#) are required to have completed one 4U mathematics course or the equivalent.

**Residency requirement:** a minimum of 30 course credits and at least half (50 per cent) of the course credits required in each undergraduate degree program major/minor must be taken at York University.

**Graduation requirement:** students must successfully complete (pass) at least 90 credits which meet the Faculty's degree and program requirements with a cumulative and major grade point average of at least 5.00.

**General education:** a minimum of 21 general education credits as follows:

- 6.00 credits in natural science (NATS)

- 6.00 credits in natural science (NATS)
- a 9.00 credit approved general education course in the social science or humanities categories
- a 6.00 credit approved general education course in the opposite category to the 9.00 credit course in social science or humanities already taken

**Major credits:** 51 credits including the following:

(i) 42 credits (program core) as follows:

- ~~AP/ADMS 1000 3.00;~~
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00 or HH/PSYC 3570 3.00;
- ~~AP/ECON 3240 3.00\*\*;~~
- AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00);
- AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);
- AP/HRM 3420 3.00 (cross-listed to: AP/ADMS 3420 3.00);
- AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);
- AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00);
- AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00).

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

- a 9.00 credit approved general education course in the social science or humanities categories
- a 6.00 credit approved general education course in the opposite category to the 9.00 credit course in social science or humanities already taken

**Major credits:** 51 credits including the following:

(i) 42 credits (program core) as follows:

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- AP/HRM 2420 3.00;
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00;
- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00;
- AP/HRM 3490 3.00.

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

~~\*\* Prerequisite waived for BHRM students.~~

(ii) 9 additional credits chosen from the following list of course options:

- ~~AP/ADMS 2200 3.00;~~
- ~~AP/ADMS 2320 3.00;~~
- ~~AP/ADMS 3120 3.00;~~
- ~~AP/ADMS 3330 3.00;~~
- ~~AP/ADMS 3660 3.00;~~
- ~~AP/ADMS 3930 3.00;~~
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- ~~AP/HRM 4440 3.00 (cross-listed to: AP/ADMS 4440 3.00);~~
- ~~AP/HRM 4050 3.00 (cross-listed to: AP/ADMS 4050 3.00);~~
- ~~AP/HRM 4410 3.00 (cross-listed to: AP/ADMS 4410 3.00);~~
- ~~AP/HRM 4420 3.00 (cross-listed to: AP/ADMS 4420 3.00);~~
- AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
- ~~AP/HRM 4460 3.00 (cross-listed to: AP/ADMS 4460 3.00);~~
- ~~AP/HRM 4470 3.00 (cross-listed to: AP/ADMS 4470 3.00);~~
- AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
- AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
- AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
- AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
- AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00);
- AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
- AP/HRM 4500 3.00;
- ~~AP/MIST 3580 6.00;~~
- ~~AP/MIST 3680 6.00;~~
- AP/SOCI 3860 6.00;
- HH/PSYC 3140 3.00;
- ~~HH/PSYC 3410 3.00;~~
- HH/PSYC 3430 3.00.

(ii) 9 additional credits chosen from the following list of course options:

- AP/ADMS 2200 3.00;
- AP/ADMS 3660 3.00;
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- AP/HRM 3460 3.00;
- AP/HRM 4425 3.00;
- AP/HRM 4050 3.00;
- AP/HRM 4410 3.00;
- AP/HRM 4420 3.00;
- AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
- AP/HRM 4440 3.00;
- AP/HRM 4470 3.00;
- AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
- AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
- AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
- AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
- AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00);
- AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
- AP/HRM 4500 3.00;
- AP/SOCI 3860 6.00;
- HH/PSYC 3140 3.00;
- HH/PSYC 3430 3.00.

**Upper-level credits:** at least 18 credits at the 3000 or 4000 level.

**Credits outside the major: 18 credits**

**Upper-level credits:** at least 18 credits at the 3000 or 4000 level.

**Credits outside the major and ADMS:** at least 18 credits including HH/PSYC 1010 6.00, AP/SOCI 1010 6.00.

### Minor in Human Resource Management

The Minor program described may be combined with any approved program that offers a major/minor option in the Faculty of Environmental and Urban Change, the Faculty of Health, the Faculty of Liberal Arts and Professional Studies, the Faculty of Science, the School of the Arts, Media, Performance & Design, the Lassonde School of Engineering or Glendon. For further details on requirements, refer to the listings for specific programs that may be pursued jointly with other Faculties.

**Entry requirements:** Students must have completed 30 University credits or the equivalent and maintain Honours standing for major/minor combinations.

**Minor credits:** 30 credits including:

- ~~AP/ADMS 1000 3.00~~
- AP/ADMS 1500 3.00
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00)
- AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);
- AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);

### Minor in Human Resource Management

The Minor program described may be combined with any approved program that offers a major/minor option in the Faculty of Environmental and Urban Change, the Faculty of Health, the Faculty of Liberal Arts and Professional Studies, the Faculty of Science, the School of the Arts, Media, Performance & Design, the Lassonde School of Engineering or Glendon. For further details on requirements, refer to the listings for specific programs that may be pursued jointly with other Faculties.

**Entry requirements:** Students must have completed 30 University credits or the equivalent and maintain honours standing for major/minor combinations.

**Minor credits:** 30 credits including:

- AP/HRM 1000 3.00
- AP/ADMS 1500 3.00\*
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240
- AP/HRM 3410 3.00
- AP/HRM 3422 3.00
- AP/HRM 3430 3.00
- AP/HRM 3470 3.00
- AP/HRM 3490 3.00

**\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500**

- ~~AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);~~
- ~~AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00)~~
- ~~AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00)~~

**3.00 if courses are completed prior to entry to the program.**

To graduate with a minor in human resource management, students must satisfy degree and program requirements.

To graduate with a minor in human resource management, students must satisfy degree and program requirements.

\*\*\*\*\*

### **Professional Certificate in Human Resource Management**

\*\*\*\*\*

### **Professional Certificate in Human Resource Management**

**Graduating with a certificate:** except where otherwise stated, a minimum cumulative grade point average of 4.00 is required to satisfy certificate requirements. Students must also submit application to graduate from a certificate program. Applications should be obtained from and filed with the unit administering the certificate program. Transcript notation that the requirements for a certificate have been completed will be made once the Registrar's Office has received notice from the unit administering the program. Certificates will not be conferred until candidates have successfully completed an undergraduate degree program if they are simultaneously enrolled in a degree and a certificate program. The Faculty does not award certificates retroactively. Refer to the Academic Standards section for details of the undergraduate certificate minimum standards.

**Graduating with a certificate:** except where otherwise stated, a minimum cumulative grade point average of 4.00 is required to satisfy certificate requirements. Students must also submit [an](#) application to graduate from a certificate program. Applications should be obtained from and filed with the unit administering the certificate program. Transcript notation that the requirements for a certificate have been completed will be made once the Registrar's Office has received notice from the unit administering the program. Certificates will not be conferred until candidates have successfully completed an undergraduate degree program if they are simultaneously enrolled in a degree and a certificate program. The Faculty does not award certificates retroactively. Refer to the Academic Standards section for details of the undergraduate certificate minimum standards.

~~a) Prerequisites for core requirements:~~

- ~~AP/ADMS 1000 3.00;~~
- ~~for students with a prior business related degree, AP/ADMS 1000 3.00 is waived for program requirements and as a prerequisite for administrative studies courses.~~

**Requirements:** 30 credits including:

Core requirements:

**Requirements:** 27 credits including:

b) Core requirements:

- AP/ADMS 1500 3.00
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00)
- AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);
- AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);
- AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);
- AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00);
- AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00)

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

**Notes:**

1. The Human Resources Professionals Association (HRPA) requires AP/ADMS 1500 3.00, or both AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00, in order to be approved as having met the academic requirements for the HRPA.
2. Under the certification process, the HRPA requires an average of 70 per cent with the lowest acceptable grade in any required course of 65 per cent.

**Note:** to obtain a professional certificate offered by the School of Human Resources Management, at least 18 credits of the ADMS/HRM course credits that satisfy certificate requirements must be in addition

- AP/HRM 1000 3.00
- AP/ADMS 1500 3.00\*
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240)
- AP/HRM 3410 3.00
- AP/HRM 3422 3.00
- AP/HRM 3430 3.00
- AP/HRM 3470 3.00
- AP/HRM 3490 3.00

\* The combination of AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00 is an acceptable substitute for AP/ADMS 1500 3.00 if courses are completed prior to entry to the program.

**Notes:**

1. The Human Resources Professionals Association (HRPA) requires AP/ADMS 1500 3.00, or both AP/ADMS 2500 3.00 and AP/ADMS 2510 3.00, in order to be approved as having met the academic requirements for the HRPA.
2. Under the certification process, the HRPA requires an average of 70 per cent with the lowest acceptable grade in any required course of 65 per cent.

**Note:** to obtain a professional certificate offered by the School of Human Resources Management, at least 18 credits of the ADMS/HRM course credits that satisfy certificate requirements must be in addition to those used to satisfy a degree. Students may acquire more than one certificate provided that at least 18 credits in each

to those used to satisfy a degree. Students may acquire more than one certificate provided that at least 18 credits in each certificate are unique to the specific certificate. certificate are unique to the specific certificate.

## **Appendix A**

### **Summary of Specific Changes to the BHRM degree**

#### **Addition of Core and Elective Courses**

Adding a disciplinary First Year course and quantitative skills courses.

Two new courses are proposed: HRM 1000 (Fundamentals of Human Resource Management) and HRM 2420 (Human Capital Data and Analytics). Each of these proposed courses is intended to fill an emerging niche in practice and research in the HRM field. At the same time, introducing these courses will help reduce the number of required core courses by more efficiently incorporating content from several non-HRM course offerings. The chart in Appendix C shows the courses that each proposed course is intended to replace, and the learning outcomes associated with each proposed course.

We are also proposing an elective course, HRM 4425 (Advanced Human Capital Analytics), for those students who have taken HRM 2420 and wish to deepen their knowledge in this rapidly developing area of HR management.

#### **Degree Segmentation and Structure**

Offering both an Honours and Specialized Honours BHRM. The proposed changes allow students who wish to receive an Honours BHRM to expand that degree with a minor. The current program comprises 81 credits, which prevents students from being able to expand their courses significantly beyond the BHRM program. The proposed changes reduce the total Honours major credit requirement from 81 to 66, thereby allowing students more flexibility in their degree choices. At the same time, for those students who wish to focus more deeply on the field of HRM, we propose a Specialized Honours BHRM degree, which maintains a requirement of 81 major credits.

Students who wish to specialize in a particular stream of HRM may take the proposed BHRM Specialized Hons., which maintains a total major credit requirement of 81 credits. This degree program shares the same set of core courses as the proposed Honours degree, but requires an additional 6 required credits and 9 optional credits over and above the Honours program to provide students with the opportunity to increase their breadth and depth of knowledge in the HRM domain. For students who take the Specialized Honours route, the optional choices are increased to 21 credits.

Additional changes to the core required and electives are proposed to support these changes, while maintaining adherence to the program learning objectives.

## Other Degree and Course Changes

Prerequisite changes: Prerequisite changes are proposed to streamline progress through the degree and balance access and flexibility to students. This includes reduction of minimum credits for a set of 4<sup>th</sup> year courses.

\* Currently, the required minimum number of degree credits earned in honours degree prior to taking 4th year courses is 78. We plan to reduce this number to 66 credits, thus ensuring sufficient disciplinary knowledge to be gained prior to taking 4th year courses, while allowing greater time flexibility to take those (normally from the 6th term of the program).

Core requirement removal: ECON 3240 (Labour Economics Theory). An assessment of our degree indicates that a specialized course in Labour Economics is no longer necessary. Elements of labour economics are covered in core HRM courses (*HRM3422 Industrial Relations, HRM2600, HRM1000 (proposed), HRM3490 Compensation, and HRM3430 HR Planning*) in a manner that is pedagogically relevant to BHRM students. We propose to remove this course from our curriculum, and we thank the Economics department for teaching this course for our students for decades.

\* Core requirement removal: ADMS1000 (Introduction to Business). Our long history with the School of Administrative Studies is exemplified by the continued connection between our programs. However, we have found that the BCom foundations course, **ADMS1000**, does not serve the needs of the BHRM. We propose removing this course from the degree requirements. Students will take an introductory course specific to the BHRM program, HRM 1000 Fundamentals of HRM.

Replacement of core requirements: Two quantitative core courses: ADMS2320 (Business Statistics, *formerly Quantitative Methods I*) and ADMS3330 (Introduction to Management Science, *formerly Quantitative Methods II*) are to be eliminated from the BHRM. Once again, these courses were part of the degree for historical reasons and are not directly aligned with the learning objectives of our degree program. We propose replacing those courses with a new course which provides discipline-oriented HRM Data and Analytics course – HRM 2420.

From required to electives: \* In order to maximize student exposure to full-time faculty and to be consistent with professional competencies, HRM 4460 (Organizational Development) and HRM 4470 (International HRM) have been moved from major requirements to the list of optional courses in the Honours degree from which students must acquire 12 credits.

Course level change: \* As a way of enriching the offerings for the 90-credit ordinary degree, the course HRM 4460 Organizational Development will be changed to a 3000-level course (HRM 3460). The change would open this course to students enrolled in the 90-credit Ordinary degree as well as keep it accessible for students enrolled in the 120-credit degree. The complete list of proposed changes to HRM courses is included in Appendix F.

Finally, we reduce the number of optional credits from 15 to 12 in the proposed Honours program, and reduce the optional choices from a range of AP/ADMS, HH/PSYC, and AP/SOCI and AP/HRM courses in an effort to allow students to make their own choices, including the option of adding a minor. For consistency, these changes will also be reflected in the Specialized and Ordinary degrees. The complete list of courses that are being removed from the degree is included in Appendix D.

Appendix B  
New Course Proposals

# New Course Proposal (NCP) Form

## Deadline

FWS 21-22 June 1, 2021

## Proposal Package

New Course Proposal packages must include the following:

<input checked="" type="checkbox"/> Completed NCP form, with unit-level approval documented
<input checked="" type="checkbox"/> Evidence of alignment with <a href="#">Program Learning Outcomes</a>
<input checked="" type="checkbox"/> Library Support Statement from your unit's <a href="#">Subject Librarian</a>
<input type="checkbox"/> Support statement from the LA&PS EE Director (if applicable)
<input type="checkbox"/> Support statement from the LA&PS Study Abroad Coordinator (if applicable)
<input type="checkbox"/> <a href="#">Consultation Form</a> (if applicable)
<input type="checkbox"/> Indigenous Council Consultation Form (if applicable)
<input checked="" type="checkbox"/> <a href="#">Change to Existing Program</a> form (if your new course will affect program requirements)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider new course proposals that have received department-level curriculum approval.

<b>Name:</b>	<b>Position:</b>	<b>Date:</b>
Name: M. Podolsky	Position: Chair, CC	Date: March 15, 2021
Name: M. Budworth	Position: Director	Date: April 26, 2021

## Contact Information

Department: School of Human Resource Management
Undergraduate Program Director: Dr. Jing Wang
Proponent's Name: Marie-Hélène Budworth    Email: budworth@yorku.ca

## Course Information (Originator)

Effective Session: Fall	Year: 2022	Faculty: AP
Rubric: HRM	Course No.: 1000	Credits: 3

<b>Long Title (max.100 chars.): Foundations of Human Resource Management</b>
<b>Short Title (max. 40 chars.): Foundations of HRM</b>
<b>Prerequisites: None</b>
<b>Co-requisites:</b>
<b>Course Credit Exclusions:</b>
<b>Expected Enrolment: 150</b>
<b>Language of Instruction: English</b>
<b>Is this a Study Abroad course? No</b>
<b>Is this a General Education course? No</b>
<b>List any EE components. Information on EE is available</b> <a href="https://avptl.info.yorku.ca/experiential-education/">https://avptl.info.yorku.ca/experiential-education/</a> : Classroom focused experiential activities including case studies and guest lectures
<b>In the absence of pre-requisites for 2000-4000 level courses, indicate if the course will be reserved for students in specific year levels, programs, etc.</b>
<b>Open to:</b> all BHRM, HRM Minor and HR certificate students
<b>Not open to:</b>

**TIP:** Course credit exclusions can be determined through consultations with other units offering similar courses.

### Cross-Listing

Complete this section if this course will be cross-listed.

<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>

### Course Integration

Complete this section if this course will be integrated with Graduate Studies.

<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
-----------------	----------------	--------------------	-----------------

### Relevance

Indicate which program this course will be applicable to. This information will affect students' grade point average and major grade point average calculation.

#### Types:

**Core:** course counts towards the program's core average requirement

**Declared Subject:** course counts towards the program's major credits.

**Declared Subject & Faculty Average:** course counts towards the program's major and faculty credits.

**Elective:** course is outside the program's major credits

**Non-Major:** course does not count towards the program's major credits

<b>Program:</b> Specialized Hons. BHRM	<b>Relevance:</b> Core
<b>Program:</b> Hons. BHRM	<b>Relevance:</b> Core
<b>Program:</b> Ord. BHRM	<b>Relevance:</b> Core
<b>Program:</b> Professional Certificate in HRM	<b>Relevance:</b> Core
<b>Program:</b> Minor in HRM	<b>Relevance:</b> Core

## Course Description

### Brief Course Description

Maximum 60 words (including punctuation and spaces). Verbs should be in the present tense.

This is the official description as it will appear in the Academic Calendar.

This course prepares students for the study of human resource management through an introduction to learning strategies and foundational knowledge. First, students will begin to understand HRM as an applied scholarship, balancing academic knowledge with a broader understanding of the world of work. Second, students will be introduced to the disciplines that underlie the study of human resource management.

### Expanded Course Description

**Maximum 250 words (including punctuation and spaces). The expanded course description must begin with the brief course description and include topics/theories.**

This course prepares students for the study of human resource management through an introduction to learning strategies and foundational knowledge. First, students will begin to understand HRM as an applied scholarship, balancing academic knowledge with a broader understanding of the world of work. Second, students will be introduced to the disciplines that underlie the study of human resource management.

Theories from a range of fields across the social science and management will be reviewed as they relate to the study of individuals at work and within organizations. Through diverse pedagogical approaches such as case studies, discussions and reflections, students will learn how to critically consider issues relative to various frameworks. They will also be exposed to how theory relates to practice by considering today's global reality as it relates to business and management. This course will provide the foundation for understanding how theory informs HRM in subsequent courses within the BHRM program. At its core, the study of human resource management is an interdisciplinary effort.

Scholarship in this area is informed by early work in psychology, sociology, legal studies, industrial relations, and management studies. In this course, students will develop an understanding of the various intellectual frames that inform the area of study. Through a considered review of some of the core theories that inform studies in HRM, students will gain an understanding of the various viewpoints that are used to inform the field of study.

## Quality Assurance

### Course Learning Outcomes (CLO)

We recommend 5-6 statements describing what students will be able to do upon completion of this course. (e.g., Analyze and discuss key literature on X subject)

Note: if the course has EE or Study Abroad components, please make sure that those are reflected in the outcome statements.

1.Understand how theory informs the study of HRM
2.Understand the balance between theory and practice
3.Analyze case studies
4.Critically consider HRM as a practice

### Course Rationale

How do the course learning outcomes (CLOs) contribute to the program learning outcomes (PLOs)? (e.g., **CLO #1 contributes to PLO x, y, z**)

CLO's#1 and #2 contribute to PLO#1, "Understand the practice of HRM as rooted in theoretical knowledge and scientific principles," and "Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teamwork and the overall organization."

CLO#3 contributes to PLO#2 "Use HRM methods to evaluate HRM practices as described in cases or by various course materials; be able to apply these skills to 'live' examples within organizational contexts".

CLO#4 contributes to PLO#3 “Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation,” and “Logically articulate both in writing and orally how to critically evaluate and assess HRM practices”

Upon completion of this course, students will be able to critically consider HRM issues relative to a basic academic understanding of the foundational disciplines. They will develop their critical thinking skills through an analysis of the link between research and practice within this discipline.

**Please indicate the relationship of this course to existing offerings, particularly in terms of overlap in outcomes and content.**

This is a 3-unit course offering foundational knowledge of the various lenses used to study human resources management. There are elements of this course that could be linked to other disciplines (e.g., organizational behavior, sociology, psychology, economics, labour studies, business, management). However, the course will be focused on issues and concerns relevant to HR scholarship. It is an introduction to the interdisciplinary nature of the study of HRM and therefore unique in both its focus and in the way in which it explores these various areas of study.

To our knowledge, there is no significant overlap with other courses at York. In fact, we believe this course has the potential to distinguish the BHRM from other university degrees in HRM. Most universities embed HR degrees within business programs. Providing students with a course on foundations theories in HRM aligns the study of HRM at York with the theoretical advancements in the field of study.

**Evaluation**

Notes

1. Briefly describe how participation will be evaluated (e.g., tutorial discussions; submission of response papers; etc.).

2. For accessibility reasons, the University is moving away from using in-class attendance to evaluate participation.

Evaluation Basis	% Value
Participation:	
Assignment Type: midterm	20%
Assignment Type: group project	20%
Assignment Type: Individual Learning Journal: reflection & application	25%
Assignment Type: final exam	35%
Assignment Type:	
Assignment Type:	
<b>TOTAL 100%</b>	

### Evaluation for Integrated Components

If this is an integrated course, list the additional evaluation criteria for graduate students.

### Bibliography and Resources

Include author’s full name, publication title, and year of publication.

#### Required Reading List

Kimball, D. (2016). *Cases in human resource management*. SAGE publications.

Dundan, T. (2020). *Case studies in work, employment, and human resource management*. Edward Elgar.

#### Suggested Reading List

Ulrich, Younger, Brockbank, & Ulrich. *HR from the outside in*. McGraw Hill.

McLaughlin, T. *University success: Reading & Writing*. Pearson.

#### Readings for Integrated Component

If this is an integrated course, provide the required reading list for graduate students.

#### Online Resources List

#### Other Resources

If other resources will be required for course delivery, please explain.

--

## Academic Calendar

If this course will appear in the next Academic Calendar please copy the current academic calendar of all relevant programs and indicate where this course will appear.

## Current Academic Calendar

Example: [Add this text](#)

(Note: see Question 18 for full side-by-side calendar comparison of proposed program changes)

Existing Calendar Copy (Change From):

Proposed Calendar Copy (Change To):

[Specialized Honours BHRM: 120 Credits](#)

[\(i\) 42 program core credits as follows:](#)

- [AP/HRM 1000 3.00;](#)
- [AP/ADMS 1500 3.00\\*;](#)
- [AP/ADMS 2400 3.00;](#)
- [AP/HRM 2420 3.00;](#)
- [AP/HRM 2600 3.00;](#)
- [AP/HRM 3400 3.00 \(cross-listed to HH/HLST 3240 3.00\);](#)
- [AP/HRM 3410 3.00;](#)
- [AP/HRM 3420 3.00;](#)
- [AP/HRM 3422 3.00;](#)
- [AP/HRM 3430 3.00;](#)
- [AP/HRM 3440 3.00 \(cross-listed to AP/ADMS 3440 3.00\);](#)
- [AP/HRM 3450 3.00 \(cross-listed to AP/ADMS 3450 3.00\);](#)
- [AP/HRM 3470 3.00](#)
- [AP/HRM 3490 3.00](#)

Honours BHRM: 120 Credits

Honours BHRM: 120 Credits

(i) 42 credits (program core) as follows:

Major credits: [66](#) credits in total including:

(i) 42 credits (program core) as follows:

- ~~AP/ADMS 1000 3.00;~~
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00 or HH/PSYC 3570 3.00;
- ~~AP/ECON 3240 3.00\*\*;~~
- AP/HRM 2600 3.00 (cross-listed to: ~~AP/ADMS 2600 3.00~~);
- AP/HRM 3400 3.00 (cross-listed to: ~~AP/ADMS 3400 3.00~~, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (cross-listed to: ~~AP/ADMS 3410 3.00~~);
- AP/HRM 3420 3.00 (cross-listed to: ~~AP/ADMS 3420 3.00~~);
- [AP/HRM 1000 3.00;](#)
- [AP/ADMS 1500 3.00\\*;](#)
- [AP/ADMS 2400 3.00;](#)
- [AP/HRM 2420 3.00;](#)
- [AP/HRM 2600 3.00;](#)
- [AP/HRM 3400 3.00 \(cross-listed to: HH/HLST 3240 3.00\);](#)
- [AP/HRM 3410 3.00;](#)
- [AP/HRM 3420 3.00;](#)
- [AP/HRM 3422 3.00](#)
- [AP/HRM 3430 3.00;](#)

- ~~AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);~~
- ~~AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);~~
- ~~AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);~~
- ~~AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);~~
- ~~AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00);~~
- ~~AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00).~~

**BHRM: 90 Credits**

(i) 42 credits (program core) as follows:

- ~~AP/ADMS 1000 3.00;~~
- ~~AP/ADMS 1500 3.00\*;~~
- ~~AP/ADMS 2400 3.00 or HH/PSYC 3570 3.00;~~
- ~~AP/ECON 3240 3.00\*\*;~~
- ~~AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00);~~
- ~~AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);~~
- ~~AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);~~
- ~~AP/HRM 3420 3.00 (cross-listed to: AP/ADMS 3420 3.00);~~
- ~~AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);~~
- ~~AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);~~
- ~~AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);~~
- ~~AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);~~
- ~~AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00);~~
- ~~AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00).~~

**Minor in Human Resource Management**

**Minor credits:** 30 credits including:

- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00;
- AP/HRM 3490 3.00.

**BHRM: 90 Credits**

(i) 42 credits (program core) as follows:

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- AP/HRM 2420 3.00;
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00;
- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00;
- AP/HRM 3490 3.00.

**Minor in Human Resource Management**

**Minor credits:** 30 credits including:

- AP/HRM 1000 3.00

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• <del>AP/ADMS 1000 3.00</del></li> <li>• <u>AP/ADMS 1500 3.00</u></li> <li>• <u>AP/ADMS 2400 3.00</u></li> <li>• <u>AP/HRM 2600 3.00</u> (cross-listed to: <u>AP/ADMS 2600 3.00</u>)</li> <li>• <u>AP/HRM 3400 3.00</u> (cross-listed to: <u>AP/ADMS 3400 3.00</u>, <u>HH/HLST 3240 3.00</u>);</li> <li>• <u>AP/HRM 3410 3.00</u> (cross-listed to: <u>AP/ADMS 3410 3.00</u>);</li> <li>• <u>AP/HRM 3422 3.00</u> (cross-listed to: <u>AP/ADMS 3422 3.00</u>);</li> <li>• <u>AP/HRM 3430 3.00</u> (cross-listed to: <u>AP/ADMS 3430 3.00</u>);</li> <li>• <u>AP/HRM 3470 3.00</u> (cross-listed to: <u>AP/ADMS 3470 3.00</u>)</li> <li>• <u>AP/HRM 3490 3.00</u> (cross-listed to: <u>AP/ADMS 3490 3.00</u>)</li> </ul> | <ul style="list-style-type: none"> <li>• <u>AP/ADMS 1500 3.00*</u></li> <li>• <u>AP/ADMS 2400 3.00</u></li> <li>• <u>AP/HRM 2600 3.00</u></li> <li>• <u>AP/HRM 3400 3.00</u> (cross-listed to: <u>HH/HLST 3240</u>)</li> <li>• <u>AP/HRM 3410 3.00</u></li> <li>• <u>AP/HRM 3422 3.00</u></li> <li>• <u>AP/HRM 3430 3.00</u></li> <li>• <u>AP/HRM 3470 3.00</u></li> <li>• <u>AP/HRM 3490 3.00</u></li> </ul> |
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**Professional Certificate in Human Resource Management**

**Requirements:** 27 credits including:

b) Core requirements:

- AP/ADMS 1500 3.00
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00)
- AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);
- AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);
- AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);
- AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00)
- AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00)

**Professional Certificate in Human Resource Management**

**Requirements:** 30 credits including:

Core requirements:

- AP/HRM 1000 3.00
- AP/ADMS 1500 3.00\*
- AP/ADMS 2400 3.00
- AP/HRM 2600 3.00
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240)
- AP/HRM 3410 3.00
- AP/HRM 3422 3.00
- AP/HRM 3430 3.00
- AP/HRM 3470 3.00
- AP/HRM 3490 3.00

MEMORANDUM  
*Peter F. Bronfman Business Library*

**SUBJECT:** Library Statement for HRM1000:  
Foundations of Human Resource Management

**FROM:** Kris Joseph  
Human Resource Management Liaison Librarian

**DATE:** May 27, 2021

**HRM 1000: Foundations of Human Resource Management**

York University Libraries (YUL) is pleased to be able to provide full support the proposed undergraduate course, *HRM 1000: Foundations of Human Resource Management*. The selected course textbooks are available in the York University Libraries collection, with electronic versions available for all but one; in addition, research required for the final paper is well-served through YUL's broad collection of databases, including specialized resources in the foundational disciplines for Human Resource Management (HRM): business, psychology, sociology, economics, law, organizational behaviour, labour studies, and more.

**1. Course Readings**

The course proposal contains two required texts and two suggested additional books. All are available in the York University Libraries collection:

- *Cases in Human Resource Management* by D. Kimball is available as an unlimited-access ebook
- *Case Studies in Work, Employment and Human Resource Management* by T. Dundas is available as an ebook with a limit of 3 simultaneous users
- *HR from the Outside In* by Ulrich, Younger, Brockbank & Ulrich is available as an ebook with a limit of 3 simultaneous users
- *University Success: Reading & Writing* by T. McLaughlin is available in print form from the Bronfman Business Library

Ebooks are available online at any time through the York University Libraries. The print edition of *University Success: Reading & Writing* can be placed on reserve by the course instructor, shortening its loan period and increasing its accessibility for students. To do this, submit a course reserve request using YUL's online system (<http://reserves.library.yorku.ca/>).

**2. Additional Resources**

No other readings have been mentioned in the proposal, but the breadth of the course material and its associated assignments (a group project and individual assignment) suggests that some supplemental research or reading may be proposed for this course. The following is a list of resources that students may find helpful:

**Books & eBooks**

The interdisciplinary nature of Human Resource Management demands a broad range of foundational book-based resources across multiple disciplines. In addition to an

extensive collection of psychology and sociology resources, the York University Libraries catalogue covers organizational theory & behaviour, economics, business and law – the last of which receive significant focus in the collections of the Bronfman Business Library and the Osgoode Law Library.

York University Libraries currently uses an “e-preferred” purchase policy for books and ebooks, meaning that digital copies receive priority when making acquisitions for your collection. An increasing number of newer titles are available in electronic format, but print books can be found at the Peter F. Bronfman Business Library, the Scott Library, the Osgoode Law Library, and the Steacie Science & Engineering Library. Through our Omni library partners, students will also have access to titles in the collections of 14 other postsecondary institutions across the province.

### **Articles, Data, and Statistics**

In addition to the *Business Source Complete* and *ProQuest Business* databases, which cover scholarly- and trade-related materials specific to human resource management, students in the HRM 1000 course are well-advised to take advantage of databases and resources connected to the field’s connected disciplines. These guides include:

- Business: <https://researchguides.library.yorku.ca/business>
- Economics: <https://researchguides.library.yorku.ca/economics>
- Law (legal research for non-Law students):  
<https://researchguides.library.yorku.ca/law>
- Organizational Behaviour: <https://researchguides.library.yorku.ca/orgbehaviour>
- Psychology: <https://researchguides.library.yorku.ca/psychology>
- Sociology: <https://researchguides.library.yorku.ca/sociology>

Business-specific resources include databases and tools for conducting company, industry and market research, including issues related to labour, sustainability, and governance. Specific focus on these topics, with emphasis on the undergraduate audience, is given in our Business Research at York Toolkit (BRYT), located online at <https://bryt.library.yorku.ca/>

Should coursework involve examination of demographic, industry, or other data, our Data & Statistics Guide (<https://researchguides.library.yorku.ca/data>) provides targeted support for research in areas including business, economics, labour & employment, immigration, income & expenditures, and more.

### **3. Research Help & Consultation Support**

York University Libraries is pleased to offer instructors curriculum-integrated support for students wishing to develop information literacy and research skills. In addition to ongoing student supports offered through the Learning Commons (<https://learningcommons.yorku.ca/>), HRM 1000 instructors are welcome to request a tailored, in-class session where relevant resources and skills can be shared with the class as a whole. Details can be discussed with a liaison librarian or our Student Learning & Academic Success Department (see <https://www.library.yorku.ca/web/ask-services/facultyinstructor-support/il-and-your-courses/>) and specific teaching requests for classes can be made through our online booking system at <https://www.library.yorku.ca/web/ask-services/facultyinstructor-support/book-a-library-class/>

Throughout any semester where HRM 1000 is offered, students will have access to research help and consultation services through the Bronfman Business Library. Drop-in research help services, which include telephone, email, instant messaging, and in-person help, are offered six days a week. Additionally, students can book an in-depth consultation with a business librarian to address specific questions or challenges related to group or individual assignments. More information about these services can be found on this webpage: <https://www.library.yorku.ca/web/bbl/ask-a-question/>

# New Course Proposal (NCP) Form

## Deadline

FWS 21-22 June 1, 2021

## Proposal Package

New Course Proposal packages must include the following:

<input checked="" type="checkbox"/> Completed NCP form, with unit-level approval documented
<input checked="" type="checkbox"/> Evidence of alignment with <a href="#">Program Learning Outcomes</a>
<input checked="" type="checkbox"/> Library Support Statement from your unit's <a href="#">Subject Librarian</a>
<input type="checkbox"/> Support statement from the LA&PS EE Director (if applicable)
<input type="checkbox"/> Support statement from the LA&PS Study Abroad Coordinator (if applicable)
<input type="checkbox"/> <a href="#">Consultation Form</a> (if applicable)
<input type="checkbox"/> Indigenous Council Consultation Form (if applicable)
<input checked="" type="checkbox"/> <a href="#">Change to Existing Program</a> form (if your new course will affect program requirements)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider new course proposals that have received department-level curriculum approval.

<b>Name: Marie-Helene Budworth</b>	<b>Position: Director, SHRM</b>	<b>Date: 05/28/21</b>
<b>Name: Dr. Jing Wang</b>	<b>Position: UPD, SHRM</b>	<b>Date: 05/28/21</b>
<b>Name: Dr. Mark Podolsky</b>	<b>Position: Chair, Curriculum Committee</b>	<b>Date: 05/28/21</b>

## Contact Information

<b>Department: School of Human Resource Management</b>
<b>Undergraduate Program Director: Dr. Jing Wang</b>
<b>Proponent's Name: Mark Podolsky    Proponent's Email: podolsky@yorku.ca</b>

## Course Information (Originator)

<b>Effective Session: Fall</b>	<b>Year: 2022</b>	<b>Faculty: AP</b>
<b>Rubric: HRM</b>	<b>Course No.: 2420</b>	<b>Credits: 3.0</b>

<b>Long Title (max.100 chars.): The Management of Human Capital Data and Analytics</b>
<b>Short Title (max. 40 chars.): Human Capital Data and Analytics</b>
<b>Prerequisites: HRM 2600 Intro to HRM</b>
<b>Co-requisites:</b>
<b>Course Credit Exclusions:</b>
<b>Expected Enrolment: 80</b>
<b>Language of Instruction: English</b>
<b>Is this a Study Abroad course? No</b>
<b>Is this a General Education course? No</b>
<b>List any EE components. Information on EE is available</b> <a href="https://avptl.info.yorku.ca/experiential-education/">https://avptl.info.yorku.ca/experiential-education/</a> : Classroom focused experiential activities including case studies and workshops involving structured reflection around the learning outcomes.
<b>In the absence of pre-requisites for 2000-4000 level courses, indicate if the course will be reserved for students in specific year levels, programs, etc.</b>
<b>Open to:</b> all BHRM and HR certificate students
<b>Not open to:</b>

**TIP:** Course credit exclusions can be determined through consultations with other units offering similar courses.

### Cross-Listing

Complete this section if this course will be cross-listed.

<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
Faculty:	Rubric:	Course No.:	Credits:
Faculty:	Rubric:	Course No.:	Credits:

### Course Integration

Complete this section if this course will be integrated with Graduate Studies.

<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
Faculty:	Rubric:	Course No.:	Credits:

### Relevance

Indicate which program this course will be applicable to. This information will affect students' grade point average and major grade point average calculation.

This course applies to the BHRM degree.

### Types:

**Core:** course counts towards the program's core average requirement

**Declared Subject:** course counts towards the program's major credits.

**Declared Subject & Faculty Average:** course counts towards the program’s major and faculty credits.

**Elective:** course is outside the program’s major credits

**Non-Major:** course does not count towards the program’s major credits

<b>Program:</b> Specialized Hons. BHRM	<b>Relevance:</b> Core
<b>Program:</b> Hons. BHRM	<b>Relevance:</b> Core
<b>Program:</b> Ordinary BHRM	<b>Relevance:</b> Core

## Course Description

### Brief Course Description

Maximum 60 words (including punctuation and spaces). Verbs should be in the present tense.

This is the official description as it will appear in the Academic Calendar.

This course introduces students to methods and measures used to examine the impact of human capital and HR initiatives. Students learn how to frame a business problem in the context of HR principles, and to use data to analyze HR-related business problems and communicate results. Students will also be made familiar with the purpose of more advanced analytical methods.

### Expanded Course Description

**Maximum 250 words (including punctuation and spaces). The expanded course description must begin with the brief course description and include topics/theories.**

**Maximum 250 words. The expanded course description must begin with the brief course description and include topics/theories.**

This course introduces students to methods and measures used to examine the impact of human capital and HR initiatives. Students learn how to frame a business problem in the context of HR principles, and to use data to analyze HR-related business problems and communicate results. Students will also be made familiar with the purpose of more advanced analytical methods through case studies.

The surge in available organizational data has led to the requirement for HR practitioners to store, track, and analyze large amounts of data. This course is intended to help the practitioner to understand what kinds of data are useful to help solve HR-related problems and issues, the differences between using spreadsheets and databases to manipulate and store data, to perform basic data analyses, and to effectively communicate the results of scientific enquiry.

Upon completion of this course, students will be able to understand and perform basic HR analytics by using data to answer key HR questions around the development and implementation of human capital. The material covered in this course will include issues

such as data storage, cleaning and visualization, common measures of workplace attitudes, and basic statistical tests that are commonly used by researchers interested in studying organizational behaviour such as descriptive statistics, the basics of psychometric theory, differences in means, and basic regression. Students will also develop the skills necessary to understand the foundations of HR information systems used by many large organizations today, and the skill to implement a strategic HR dashboard.

## Quality Assurance

### Course Learning Outcomes (CLO)

We recommend 5-6 statements describing what students will be able to do upon completion of this course. (e.g., Analyze and discuss key literature on X subject)

Note: if the course has EE or Study Abroad components, please make sure that those are reflected in the outcome statements.

**Upon completion of this course, students will be able to ask questions that can be answered by the collection and analysis of data. Students will be able to**

1. Frame a business problem in the context of HR principles
2. Formulate an HR question as an analytics problem
3. Compare and contrast the types of data that are used in HRM, and how those data may be accessed and stored.
4. Develop and apply different types of measures used to assess Human Capital.
5. Differentiate between the types of analyses that are commonly used to answer business questions involving Human Capital data and apply the most suitable method.
6. Perform basic statistical analyses that are suited to the research question.
7. Interpret and communicate the results of HR research.

### Course Rationale

How do the course learning outcomes (CLOs) contribute to the program learning outcomes (PLOs)? (e.g., **CLO #1 contributes to PLO x, y, z**)

**Understanding and communicating the contribution of HR to business and the role of HR in society** - HRM 4420 Research Methods provides the foundations in the scientific method, including an understanding of causation and how experimental design affects our ability to infer cause. This course complements 4420 by providing the foundations in using data to ask and answer important questions that relate to the management of human capital. Together, these courses will provide students with an understanding of the types of data, measures, and methods that are used to analyze HR-related questions, the skills to manage these data and perform basic analyses, and the ability to interpret and communicate the results of basic analyses.

**Critical thinking in the development of people and work** - The first learning objective associated with this program learning objective is to **“Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to ‘live’ examples within organizational contexts”**. Through case work and regular assignments that address the analytic methods covered in the course, the proposed course provides a critical link in fulfilling this objective by providing the skills necessary to understand how to empirically test and evaluate HR implementations. This course also helps students to understand the methods and analyses discussed in relevant academic literature, which directly addresses the learning outcome to **“be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field”**.

**Addressing the needs of workers, employers, and society** - The proposed course provides the skills necessary to measure and evaluate the impact of HR practice implementations on employee attitudes and behaviours. This addresses our program learning outcomes of being able to **“Demonstrate an understanding of how HR practices impact the individual in the workplace...”**, and to **“Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective”**.

#### **Connections between Course learning outcomes and PLOs:**

- 1) *Frame business problems in the context of HR principles, and*
- 2) Formulate an HR question as an analytics problem:

PLOs:

1.3 Articulate both in writing and verbally the fundamental approaches to understanding people at work.

2.1, Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to ‘live’ examples within organizational contexts.

3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.

- 3) Compare and contrast the types of data that are used in HRM, and how those data may be accessed and stored

PLOs:

1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.

2.1, Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to ‘live’ examples within organizational contexts.

3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.

4) *Develop and apply different types of measures used to assess Human Capital.*

PLOs:

1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.

2.1, Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts.

3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.

5) *Differentiate between the types of analyses that are commonly used to answer business questions involving Human Capital data and apply the most suitable method.*

PLOs:

1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.

2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation.

3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.

6) *Perform basic statistical analyses that are suited to the research question.*

PLOs:

1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.

2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation.

3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.

7) *Interpret and communicate the results of HR research*

PLOs:

3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field.

3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.

3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.

**If this is a general education course, please explain how the course learning outcomes align to the general education principles of interdisciplinarity, breadth and critical skills.**

n/a

**Please indicate the relationship of this course to existing offerings, particularly in terms of overlap in outcomes and content.**

This course has some overlap with 4420 (Research Methods for HRM). The research methods course is focused more on the scientific method, and how to ensure that research questions are formulated in a way that can be answered empirically. Research methods has much more content around the nature of validity and reliability, and how to structure an analytic strategy in a way that is best suited to answering a particular research question. These questions address the scientific method, and are critically important to the success of any HR analytics program. The material covered in the proposed course is more directed toward understanding how to frame HR-related research questions based on broader business issues, and the types of data involved in such questions. Research methods 4420 does not cover in any detail the issues of data management and analysis.

This course also overlaps with ADMS 2320 and ADMS 3330, which are being dropped from the BHRM program requirements. This proposed course does not cover statistical theory or the mathematical underpinnings of statistical methods at the same level of detail that the two quantitative courses do. Students in the BHRM program are different from the commerce students who are taking ADMS2320 and 3330. Students who are accepted into commerce courses that require ADMS 2320 and 3330 have different high school math course prerequisite requirements. Because the BHRM students do not have the same high school prerequisites that other students taking these courses must have, we find that BHRM students who have successfully completed the two quantitative courses are often unable to take advantage of the content from the quantitative courses in order to apply that learning in other courses such as Research Methods for HRM or Strategic HR Planning.

The proposed course will be more focused on understanding how to develop questions that can lead to insights in the management of human capital, and how data are used to help provide those insights. This course also addresses issues relating to database management and modern organizational information systems, which are not covered in introductory statistics courses. This course will cover basic statistical material such as descriptive statistics, the sampling distribution of the mean, correlation, the basics of psychometrics, differences in means, and regression, and will introduce students to the purpose of other statistical methods such as factor analysis, structural equation modelling, multilevel modelling, and data/text mining. Those students who wish to take the more applied and optional course in HR analytics (4425) will be encouraged to take ADMS 2320 as an option.

Finally, the method of teaching the proposed course (SHRM2420) will differ substantially from the modes through which ADMS 2320 and 3330 are taught. For example, the proposed course will focus on the purpose of the statistical methods within the context of HRM and present data-based and graphical methods to understand the data and analyses. Many of the students in the BHRM program do not have the underlying mathematics courses that would help them to understand statistical principles based on the formula derivations and their applications. As such, the case-based approach will use data, graphics, and applied methods to tie together research questions, the data, and the basic statistical concepts, techniques, and methods with the overall goal of improving relevance and retention. Therefore the course content, modes of teaching, and student deliverables substantially differ from similar courses, and the content of the proposed course relates to student needs/skills, and connect directly to our program learning objectives.

## Evaluation

### Notes

1. Briefly describe how participation will be evaluated (e.g., tutorial discussions; submission of response papers; etc.).
2. **For accessibility reasons, the University is moving away from using in-class attendance to evaluate participation.**

Evaluation Basis	% Value
Participation: In class mini assignments & reflection	10%
Assignment Type: mini case: data cleaning and t-test	20%
Assignment Type: mini case: reliability and factor analysis	20%
Assignment Type: mini case: regression	20%
Assignment Type: Final case assignment.	30%
Assignment Type:	
Assignment Type:	
<b>TOTAL 100%</b>	

### Evaluation for Integrated Components

If this is an integrated course, list the additional evaluation criteria for graduate students.

## Bibliography and Resources

Include author's full name, publication title, and year of publication.

### Required Reading List

Human Resource Management: People, Data, and Analytics.  
 Bauer, Erdogan, Caughlin, and Truxillo. Sage: Thousand Oaks, 2020.

**Suggested Reading List**

Data-Driven HR: How to Use Analytics and Metrics to Drive Performance  
Bernard Marr, Kogan Page, 2018.

The Practical Guide to HR Analytics  
Water, S.D., Streets, V.N., McFarlane, L.A., & Johnson-Murray, R.  
SHRM, 2018

Predictive HR Analytics: Mastering the HR Metric  
Martin R. Edwards, Kirsten Edwards  
Kogan Page, 2016

**Readings for Integrated Component**

If this is an integrated course, provide the required reading list for graduate students.

[Empty text box for integrated component readings]

**Online Resources List**

[Empty text box for online resources list]

**Other Resources**

If other resources will be required for course delivery, please explain.

[Empty text box for other resources]

**Academic Calendar**

If this course will appear in the next Academic Calendar please copy the current academic calendar of all relevant programs and indicate where this course will appear.

## Current Academic Calendar

Example: [Add this text](#)

## Current Academic Calendar

Example: [Add this text](#)

(Note: see Question 18 for full side-by-side calendar comparison of proposed program changes)

Existing Calendar Copy (Change From):

Proposed Calendar Copy (Change To):

[Specialized Honours BHRM: 120 Credits](#)

[\(i\) 42 program core credits as follows:](#)

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- [AP/HRM 2420 3.00;](#)
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00;
- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00
- AP/HRM 3490 3.00

Honours BHRM: 120 Credits

(i) 42 credits (program core) as follows:

- ~~AP/ADMS 1000 3.00;~~
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00 or HH/PSYC 3570 3.00;
- ~~AP/ECON 3240 3.00\*\*;~~
- AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00);
- AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);

Honours BHRM: 120 Credits

(i) 42 credits (program core) as follows:

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- [AP/HRM 2420 3.00;](#)
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00

- ~~AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);~~
- ~~AP/HRM 3420 3.00 (cross-listed to: AP/ADMS 3420 3.00);~~
- ~~AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);~~
- ~~AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);~~
- ~~AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);~~
- ~~AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);~~
- ~~AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00);~~
- ~~AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00).~~

- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00;
- AP/HRM 3490 3.00.

**BHRM: 90 Credits**

(i) 42 credits (program core) as follows:

- ~~AP/ADMS 1000 3.00;~~
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00 or HH/PSYC 3570 3.00;
- ~~AP/ECON 3240 3.00\*\*;~~
- AP/HRM 2600 3.00 (cross-listed to: AP/ADMS 2600 3.00);
- AP/HRM 3400 3.00 (cross-listed to: AP/ADMS 3400 3.00, HH/HLST 3240 3.00);
- AP/HRM 3410 3.00 (cross-listed to: AP/ADMS 3410 3.00);
- AP/HRM 3420 3.00 (cross-listed to: AP/ADMS 3420 3.00);
- AP/HRM 3422 3.00 (cross-listed to: AP/ADMS 3422 3.00);
- AP/HRM 3430 3.00 (cross-listed to: AP/ADMS 3430 3.00);
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00 (cross-listed to: AP/ADMS 3470 3.00);
- AP/HRM 3490 3.00 (cross-listed to: AP/ADMS 3490 3.00)

**BHRM: 90 Credits**

(i) 42 credits (program core) as follows:

- AP/HRM 1000 3.00;
- AP/ADMS 1500 3.00\*;
- AP/ADMS 2400 3.00;
- AP/HRM 2420 3.00;
- AP/HRM 2600 3.00;
- AP/HRM 3400 3.00 (cross-listed to: HH/HLST 3240 3.00);
- AP/HRM 3410 3.00;
- AP/HRM 3420 3.00;
- AP/HRM 3422 3.00;
- AP/HRM 3430 3.00;
- AP/HRM 3440 3.00 (cross-listed to: AP/ADMS 3440 3.00);
- AP/HRM 3450 3.00 (cross-listed to: AP/ADMS 3450 3.00);
- AP/HRM 3470 3.00;
- AP/HRM 3490 3.00.

MEMORANDUM  
*Peter F. Bronfman Business Library*

**SUBJECT:** Library Statement for HRM 2420: The Management of Human Capital Data and Analytics

**FROM:** Stephanie Quail, Business Librarian

**DATE:** June 14, 2019

York University Libraries (YUL) will be able to support the proposed course, *HRM 2420: The Management of Human Capital and Analytics*. The Libraries maintains a collection of books and eBooks on data, specific technologies such as R and SPSS, a subscription to the Sage Research Methods database, and a comprehensive collection of business article databases. These resources will support students as they complete their mini-case and final case assignment.

**Required Readings:**

The course proposal lists one required textbook for the course: (1) *Predictive HR Analytics: Mastering the HR Metric* (2016 edition). The subject librarian noticed that a 2019 edition of the textbook recently became available. The instructor may prefer to use the most recent version of the textbook in the course proposal. The instructor can also ask the library to purchase either a print or eBook version of the 2019 edition. The print version can then be placed on course reserve or the eBook version could possibly be linked on the course's Moodle if the eBook license allows for linking.

The proposal also lists two recommended textbooks: (1) *The Practical Guide to HR Analytics* (2018 edition); (2) *An R Companion to Applied Regression* (3<sup>rd</sup> edition). The library does not own a copy of the first book, but it can purchase either a print or eBook version. The library also owns two print copies of the second book. The instructor can request that the library put the recommended print textbooks on course reserve by using [YUL's online course reserve system](#).

**Additional Collections & Teaching/Learning Supports:**

When the students are completing their course assignments, they may wish to access additional library resources that will help them better understand how to manage HRM data, perform analyses on HR-focused data sets, and communicate the results of their analysis. Some of the following resources should prove helpful to the students:

- **Print & eBooks books:** A variety of print books are located in the Peter F. Bronfman Business Library or the Steacie Science and Engineering Library; however, there is also a selection of eBooks available to students which can be accessed both on and off-campus. Relevant books can be located by searching the library's catalogue with subject headings such as: *Personnel management - Statistical methods*, *Personnel management – Technological innovations*, *Regression analysis - Data processing*, *R (Computer program language)*, *SPSS (Computer file)*, and *Microsoft Excel (Computer file)*.
- **Sage Research Methods database:** The library subscribes to the [Sage Research Methods database collection](#), which will provide students with access to high quality eBooks, pathfinders, and other tools to help them better understand quantitative methods. For example, Sage Research Methods includes a Green Book series which provides access to short, practical books on quantitative methods such as applied regression analysis.

- **Scholarly and Trade Article Databases:** The library also subscribes to key human resource management journal article databases such as Proquest Business, Business Source Complete, and PsycINFO. Students may wish to use these databases to find articles on data management issues in the HR field. A complete listing of relevant scholarly and trade article databases can be found on the [Human Resources Research Guide](#).

While the above section highlights specific resources that are relevant to this course, YUL's complete listing of business research guides can be found on the Bronfman Library's [business research guides webpage](#). The instructor may wish to embed some of these resources in the course's Moodle to help students find and locate relevant resources.

Finally, if students experience any issues navigating the resources or need research consultations, they can receive help from the Bronfman Library's business librarians in-person, by phone, by email, or through the library's online chat. All of these research help resources can be accessed via the [Ask a Question webpage](#).

Please note, our consultation services do not include support for using technologies such as Excel, SPSS, or R.

# New Course Proposal (NCP) Form

## Deadline

FWS 21-22 June 1, 2020

## Proposal Package

New Course Proposal packages must include the following:

<input checked="" type="checkbox"/> Completed NCP form, with unit-level approval documented
<input checked="" type="checkbox"/> Evidence of alignment with <a href="#">Program Learning Outcomes</a>
<input checked="" type="checkbox"/> Library Support Statement from your unit's <a href="#">Subject Librarian</a>
<input type="checkbox"/> Support statement from the LA&PS EE Director (if applicable)
<input type="checkbox"/> Support statement from the LA&PS Study Abroad Coordinator (if applicable)
<input type="checkbox"/> <a href="#">Consultation Form</a> (if applicable)
<input type="checkbox"/> Indigenous Council Consultation Form (if applicable)
<input checked="" type="checkbox"/> <a href="#">Change to Existing Program</a> form (if your new course will be coded as a program requirement)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider new course proposals that have received department-level curriculum approval.

Name: Dr. Marie-Helene Budworth Position: Director, SHRM Date: 05/31/2021
Name: Dr. Jing Wang Position: UPD, SHRM Date: 05/31/2021
Name: Dr. Mark Podolsky Position: Chair, Curriculum Committee Date: 05/31/21

## Contact Information

Department: School of Human Resource Management
Undergraduate Program Director: Dr. Jing Wang
Proponent's Name: James Chowhan
Proponent's Email: chowhan@yorku.ca

## Course Information (Originator)

Effective Session: FALL	Year: 2022	Faculty: AP
Rubric: HRM	Course No.: 4425	Credits: 3

<b>Long Title (max.100 chars.): Human Resource Analytics</b>
<b>Short Title (max. 40 chars.): Human Resource Analytics</b>

<b>Prerequisites: HRM2600 Human Resources Management; HRM3430 Human Resources Planning; New Human Capital Data and Analytics Course in development (course number 2420) OR ADMS 2320 Business Statistics.</b>
<b>Co-requisites:</b>
<b>Course Credit Exclusions:</b>
<b>Expected Enrolment: 40</b>
<b>Language of Instruction: English</b>
<b>Is this a Study Abroad course? No</b>
<b>Is this a General Education course? No</b>
<b>List any EE components:</b> Experiential education strategies include case exercises and assignments that focus on reflection and practical applications with the goals of encouraging active learning, structured reflection on concepts/theories, and an opportunity for student sense making.
<b>In the absence of pre-requisites for 2000-4000 level courses, indicate if the course will be reserved for students in specific year levels, programs, etc.</b>
<b>Open to:</b> all BHRM and HR certificate students
<b>Not open to:</b>

**TIP:** Course credit exclusions can be determined through consultations with other units offering similar courses.

### Cross-Listing

Complete this section if this course will be cross-listed.

<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>

### Course Integration

Complete this section if this course will be integrated with Graduate Studies.

<b>Faculty:</b>	<b>Rubric:</b>	<b>Course No.:</b>	<b>Credits:</b>
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### Relevance

Indicate which program this course will be applicable to. This information will affect students' grade point average and major grade point average calculation.

### Types:

**Core:** course counts towards the program's core average requirement

**Declared Subject:** course counts towards the program's major credits.

**Declared Subject & Faculty Average:** course counts towards the program’s major and faculty credits.

**Elective:** course is outside the program’s major credits

**Non-Major:** course does not count towards the program’s major credits

<b>Program:</b>	<b>Specialized Hons. BHRM</b>	<b>Relevance: Declared Subject</b>
<b>Program:</b>	<b>Hons. BHRM</b>	<b>Relevance: Declared Subject</b>
<b>Program:</b>	<b>Ordinary BHRM</b>	<b>Relevance: Declared Subject</b>

## Course Description

### Brief Course Description

Maximum 60 words (including punctuation and spaces). Verbs should be in the present tense.

This is the official description as it will appear in the Academic Calendar.

This course provides students with the concepts, empirical techniques, methods, and applied tools they need for developing information, planning, and effective decision-making. Students learn foundational HR analytic methods such as data collection, data management, descriptive statistical analysis, model-based regression analysis, and information communication techniques.

### Expanded Course Description

Maximum 250 words (including punctuation and spaces). The expanded course description must begin with the brief course description and include topics/theories.

This course provides students with the concepts, empirical techniques, methods, and applied tools they need for developing information, planning, and effective decision-making. Students learn foundational HR analytic methods such as data collection, data management, descriptive statistical analysis, model-based regression analysis, and information communication techniques.

The design, implementation, and on-going functioning of Human Resource Management policies, practices and systems should be based on sound evidence. Evidence derived from an HR Analytics data-driven approach is key to aiding and improving decisions that advance individual and organizational success.

This course will provide students with the concepts, techniques, methods, and applied tools they will need for effective decision-making. Students will be able to apply these tools and principles to support transformations, decisions, and HR programs and practices (e.g. recruiting and selecting, evaluating and rewarding performance, and training/development and career management).

Students will learn how HR related data can be used to enable the investigation of common HR questions (around topic areas such as selection-recruitment, workforce engagement, employee development, performance, and retention), and they will learn the steps required for HR data analytics including data collection, management, and analysis. The concepts and tools learned in this course will enable students to process, explore, and communicate the vital information that is critical to key decision makers.

This course is designed for students that have some basic understanding of types of HR data, descriptive statistical analysis, and regression techniques. Through exercises and assignments students will learn foundational HR analytic methods such as data collection, data management, descriptive statistical analysis, model-based regression analysis, and information communication techniques (such as data visualization and HR dashboards). Students will have exposure to different types and sources of data and data analytic tools (for example Excel, other examples of alternative packages include SPSS, Stata, and R), and these will be used in relevant practical applications during exercises and assignments.

## Quality Assurance

### Course Learning Outcomes (CLO)

We recommend 5-6 statements describing what students will be able to do upon completion of this course. (e.g., Analyze and discuss key literature on X subject)

Note: if the course has EE or Study Abroad components, please make sure that those are reflected in the outcome statements.

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

- (CLO #1) Use critical think skills to develop relevant HR related questions for key HR topic areas,
- (CLO #2) Identify and collect the data required to answer questions of interest,
- (CLO #3) Understand practices around how to best manage (e.g. store and maintain) those data,
- (CLO #4) Evaluate the quality and appropriateness of data for analytic uses,
- (CLO #5) Use HR analytic statistical capabilities (e.g. descriptive and model-based techniques) to derive meaning from the data resources, and
- (CLO #6) Evaluate, interpret, and communicate results to create information that aids decision-making.

### Course Rationale

How do the course learning outcomes (CLOs) contribute to the program learning outcomes (PLOs)? (e.g., CLO #1 contributes to PLO x, y, z)

CLO #1 and 6 contributes to PLO #1:

**PLO #1.**

***Understanding and communicating the contribution of HR to business and the role of HR in society***

*1.1 Demonstrate knowledge of the ‘leading edge’ evidence-based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work*

*1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders.*

*1.3 Articulate both in writing and verbally the fundamental approaches to understanding people at work*

*1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.*

The new 2000 level course entitled “The Management of Human Capital Data and Analytics” provides basic descriptive and model-based statistical methods, and the HRM 4420 Research Methods provides the foundations in the social science research methods. This course complements those courses by providing an applied approach focusing on data collection, data management, descriptive statistical analysis, model-based regression analysis, and information communication techniques. This course will be rooted in conceptually relevant HR topic areas and will provide students with HR Analytics knowledge that will enable HR activities to be evaluated thereby aiding evidence-based decision making.

This course requires students to use HR Analytic approaches to conceptually and empirically develop evidence that can be used to support decisions or recommendations (expressed both orally and in writing). Situational relevant case exercises and assignments engage students in identifying questions for which data and HR analytic approaches (including statistical techniques) can be used to develop information and evidence which can then be used to aid in developing arguments which provide a rationale or support for HR activities or initiatives. Elements of the course will focus on issue and problem identification, data needed to evaluate the concerns, analysis and evaluation of the data, and the development of options or recommendations with consideration given to characteristics of the situation and possible implications given the contextual factors (such as organizational strategy). The cases will provide students with the opportunity to develop both writing and oral presentation skills that are anchored in academic perspectives but that are clearly understandable by HR practitioners and non-experts.

CLO #2, 3, and 4 contributes to PLO #2:

**PLO #2.**

***Critical thinking in the development of people and work***

*2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to ‘live’ examples within organizational contexts*

*2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation*

A learning objective of this course is to provide students with knowledge and techniques that give them the tools to be able to conduct step by step evaluations of HRM practices. Through case exercises and project assignments that bring together concepts, data, and quantitative methods, the proposed course provides a critical link in fulfilling this objective by providing the applied knowledge necessary to assess HR activities that are founded in conceptual understanding and empirically evaluation.

Another primary learning objective of this course is to differentiate between HRM practices that are informed by the Human Resource research and practices that are not rooted in evidence; this course will provide students with the knowledge to understand how the choice HRM practices and their implementation can be informed by theory and methods of evaluation. Thus, the proposed course provides the knowledge necessary to evaluate and assess HR activities such as selection-recruitment, workforce engagement, employee development, performance, and retention activities and their impact on employee attitudes and behaviours. This is done through the use of case-based exercises and assignments that engage students in practical-problems faced by organizations and the use of evidence to develop possible solutions based on analytics.

CLO #5 contributes to PLO #3

**PLO #3.**

**Addressing the needs of workers, employers, and society**

*3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.*

*3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field*

*3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.*

*3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.*

*3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.*

The knowledge and skills from this course will contribute to enabling students to operate in Canada as an HRM professional with a foundation in HR Analytics. This will aid students in becoming HR researchers and/or HR practitioners that will have the needed skills to empirically assess HRM policy, programs, and practices.

Through the case-based exercises and assignments, students will learn how questions, analysis, and empirical results can be highly contextually dependent and that understanding and knowledge can be impacted by the complexity of the environment within which situations occur. Students will also learn how to identify and evaluate knowledge claims generally (e.g. claims made in scientific papers in the field of HR as well as other fields), and limitations of knowledge within their own case-based exercises and assignments; specifically, the limits of the claims that can be made based on their own statistical analyses, inference, interpretation, and evaluation.

If this is a general education course, please explain how the course learning outcomes align to the general education principles of interdisciplinarity, breadth and critical skills.

Please indicate the relationship of this course to existing offerings, particularly in terms of overlap in outcomes and content.

This course extends the foundations and basic statistical techniques covered in the recently proposed 2000-level HRM course entitled “The Management of Human Capital Data and Analytics” (**course number 2420**). This course helps students to develop a detailed understanding of types of data issues and statistical analyses that are dealt with in the field of HRM with the objective of providing HRM students with a solid foundation in HR and organizational behaviour statistical and analytic skills that can be transferred into a workplace or research team setting and applied.

Further, the proposed course has minor overlap with HRM 4420 (Research Methods). The research methods course is focused more on research design, measurement, and evaluation, and it has much more content focus on the available research designs and various types of measures (and their validation). The material covered in the proposed course is more directed toward the collection, management, and analysis of data resources. The research methods (4420) course does not cover, in any detail, the issues of data management and analysis.

Thus, the proposed course more deeply explores the types and sources of data, their management, the relevant statistical techniques (both descriptive and model-based), and the reporting and communication of the evidence.

## Evaluation

Note: when participation is one of the methods of evaluation, briefly describe how it will be evaluated (e.g., tutorial discussions; submission of response papers; etc.)

Evaluation Basis	% Value
Assignment type: individual weekly reflections	10%
Assignment type: group weekly case exercises	20%
Project: individual research paper-report	40%
Final Exam: individual cumulative exam	30%
TOTAL	100%

## Evaluation for Integrated Components

If this is an integrated course, list the additional evaluation criteria for graduate students.

## Bibliography and Resources

Include author's full name, publication title, and year of publication.

## Required Reading List

### Textbook:

Bauer, T., Erdogan, B., Caughlin, D., & Truxillo, D. (2021). Human Resource Management: People, Data, and Analytics. SAGE Publications, Inc. <https://edge.sagepub.com/bauer>

## Suggested Reading List

Heuvel, S. van den, & Bondarouk, T. (2017). The rise (and fall?) of HR analytics. *Journal of Organizational Effectiveness*, 4(2), 157–178.  
<http://dx.doi.org.ezproxy.library.yorku.ca/10.1108/JOEPP-03-2017-0022>

Simsek, Z., & Veiga, J. F. (2001). A primer on Internet organizational surveys. *Organizational Research Methods*, 4(3), 218.

## Readings for Integrated Component

If this is an integrated course, provide the required reading list for graduate students.

### Online Resources List

### Other Resources

If other resources will be required for course delivery, please explain.

### Academic Calendar

If this course will appear in the next Academic Calendar please copy the current academic calendar of all relevant programs and indicate where this course will appear.

**Current Academic Calendar**

Example: [Add this text](#)

(Note: see Question 18 for full side-by-side calendar comparison of proposed program changes)

Existing Calendar Copy (Change From):

Proposed Calendar Copy (Change To):

Specialized Honours BHRM: 120 Credits

Major credits: 81 credits in total including:

(iii) 21 additional credits chosen from the following list of course options below:

- AP/ADMS 2200 3.00;
- AP/ADMS 3660 3.00;
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- AP/HRM 3460 3.00;
- AP/HRM 4050 3.00;
- AP/HRM 4425 3.00;
- AP/HRM 4440 3.00;
- AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
- AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
- AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
- AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
- AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
- AP/SOCI 3860 6.00;
- HH/PSYC 3140 3.00;
- HH/PSYC 3430 3.00.

Honours BHRM: 120 Credits

Honours BHRM: 120 Credits

Major credits: ~~81~~ credits in total including:

Major credits: 66 credits in total including:

(iii) ~~15~~ additional credits chosen from the following list of course options below:

(iii) 12 additional credits chosen from the following list of course options below:

- AP/ADMS 2200 3.00;

- AP/ADMS 2200 3.00;

- ~~AP/ADMS 3120 3.00;~~
- AP/ADMS 3660 3.00;
- ~~AP/ADMS 3930 3.00;~~
- ~~AP/ADMS 4010 3.00;~~
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- AP/HRM 4440 3.00 (~~cross-listed to: AP/ADMS 4440 3.00;~~);
- AP/HRM 4050 3.00 (~~cross-listed to: AP/ADMS 4050 3.00;~~);
- AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
- AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
- AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
- AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
- AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
- AP/HRM 4500 3.00;
- ~~AP/MIST 3580 6.00;~~
- ~~AP/MIST 3680 6.00;~~
- AP/SOCI 3860 6.00;
- HH/PSYC 3140 3.00;
- ~~HH/PSYC 3410 3.00;~~
- HH/PSYC 3430 3.00

**BHRM: 90 Credits**

Major credits: 51 credits including the following:

(ii) 9 additional credits chosen from the following list of course options:

- AP/ADMS 2200 3.00;
- ~~AP/ADMS 2320 3.00;~~
- ~~AP/ADMS 3120 3.00;~~
- ~~AP/ADMS 3330 3.00;~~
- AP/ADMS 3660 3.00;
- AP/ADMS 3930 3.00;
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- AP/HRM 4440 3.00 (~~cross-listed to: AP/ADMS 4440 3.00;~~);
- AP/HRM 4050 3.00 (~~cross-listed to: AP/ADMS 4050 3.00;~~);
- AP/HRM 4410 3.00 (~~cross-listed to: AP/ADMS 4410 3.00;~~);

**BHRM: 90 Credits**

Major credits: 51 credits including the following:

(ii) 9 additional credits chosen from the following list of course options:

- AP/ADMS 2200 3.00;
- AP/ADMS 3660 3.00;
- AP/ADMS 4444 3.00 (cross-listed to: AP/HRM 4444 3.00);
- AP/HRM 3460 3.00;
- AP/HRM 4425 3.00;
- AP/HRM 4050 3.00;
- AP/HRM 4410 3.00;
- AP/HRM 4420 3.00;
- AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
- AP/HRM 4440 3.00;
- AP/HRM 4470 3.00;
- AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);

- AP/HRM 4420 3.00 (~~cross-listed to: AP/ADMS 4420 3.00~~);
  - AP/HRM 4430 3.00 (cross-listed to: AP/ADMS 4430 3.00);
  - ~~AP/HRM 4460 3.00 (cross-listed to: AP/ADMS 4460 3.00)~~;
  - AP/HRM 4470 3.00 (~~cross-listed to: AP/ADMS 4470 3.00~~);
  - AP/HRM 4475 6.00 (cross-listed to: AP/SOCI 4475 6.00);
  - AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
  - AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
  - AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
  - AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00);
  - AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
  - AP/HRM 4500 3.00;
  - ~~AP/MIST 3580 6.00~~;
  - ~~AP/MIST 3680 6.00~~;
  - AP/SOCI 3860 6.00;
  - HH/PSYC 3140 3.00;
  - ~~HH/PSYC 3410 3.00~~;
  - HH/PSYC 3430 3.00.
- AP/HRM 4480 3.00 (cross-listed to: AP/ADMS 4480 3.00);
  - AP/HRM 4481 3.00 (cross-listed to: AP/ADMS 4481 3.00);
  - AP/HRM 4485 3.00 (cross-listed to: AP/ADMS 4485 3.00);
  - AP/HRM 4490 3.00 (cross-listed to: AP/ADMS 4490 3.00);
  - AP/HRM 4495 3.00 (cross-listed to: AP/ADMS 4495 3.00);
  - AP/HRM 4500 3.00;
  - AP/SOCI 3860 6.00;
  - HH/PSYC 3140 3.00;
  - HH/PSYC 3430 3.00.

MEMORANDUM  
*Peter F. Bronfman Business Library*

**SUBJECT:** Library Statement for HRM 4425: Human Resource Analytics  
**FROM:** Stephanie Quail, Business Librarian  
**DATE:** June 14, 2019

York University Libraries (YUL) will be able to support the proposed course, *HRM 4425: Human Resource Analytics*. YUL provides access to books and eBooks that cover topics relevant to the course such as data management, human resources technologies, and statistical techniques and technologies. Additionally, YUL also provides access to relevant databases like Sage Research Methods and key business article databases.

**Required Readings:**

At the time of writing this statement, the required readings are still being selected for this course by the instructor. The instructor is currently working with textbook publishers to select a relevant textbook for the course. It is recommended that the instructor sends a copy of the final bibliography to the subject librarian so that she can ensure copies of required texts are ordered. This will then allow the instructor to easily submit course reserve requests through [YUL's online course reserve system](#) and ensure students have access to the course reading materials.

**Additional Collections & Teaching/Learning Supports:**

Students will be asked to complete group weekly case assignments and an individual research paper assignment. In order to complete these assignments, students may wish to consult a number of resources that YUL subscribes to, including:

- **Print & eBooks books:** A variety of print books are located in the Peter F. Bronfman Business Library, the Steacie Science and Engineering Library, or the Scott Library; however, there is also a selection of eBooks available to students which can be accessed both on and off-campus. Relevant books can be located by searching the library's catalogue with subject headings such as: *Personnel management - Statistical methods*, *Personnel management – Technological innovations*, *Regression analysis - Data processing*, *Statistics Data processing*, *R (Computer program language)*, *Stata*, *SPSS (Computer file)*, and *Microsoft Excel (Computer file)*. Additionally, books on data visualization techniques can be found using the keyword “data visualization.”
- **Sage Research Methods database:** The library subscribes to the [Sage Research Methods database collection](#), which will provide students with access to high quality eBooks, pathfinders, and other tools to help them better understand quantitative methods. For example, Sage Research Methods includes a Green Book series which provides access to short, practical books on quantitative methods such as applied regression analysis.
- **Scholarly and Trade Article Databases:** Students will also find it valuable to search for scholarly and trade articles content in business and HR article databases such as Proquest Business, Business Source Complete, and PsycINFO. A complete listing of relevant scholarly and trade article databases can be found on the [Human Resources Research Guide](#).
- **Newspaper and Magazine Databases:** The library also subscribes to databases such as *Factiva*, which provides access to over 30,000 news sources, as well as the database, *Canadian Newsstand: Major Dailies*. These databases will help the

students access relevant and timely newspaper content that may be useful for their individual paper assignment. More information about the library's newspaper databases can be found on the [Business Articles guide](#).

While the above section highlights specific business research guides that are relevant to this course, YUL's complete listing of business research guides can be found on the Bronfman Library's [business research guides webpage](#).

Additionally, the instructor may want to embed some of the modules from [BRYT \(Business Research at York Toolkit\)](#) into the course's Canvas. The modules on finding and locating relevant scholarly, trade, and newspaper article content may be particularly useful for students.

Finally, if students experience any issues navigating the library's resources or need research consultations, they can receive help from the Bronfman Library's business librarians in-person, by phone, by email, or through the library's online chat. All of these research help resources can be accessed via the [Ask a Question webpage](#).

Please note, our consultation services do not include support for using technologies such as Excel, SPSS, Stata, or R.

Appendix E  
Change to Existing Course Proposals

# CHANGE TO EXISTING COURSE (CEC) PROPOSAL FORM

## Deadline

FWS 2022-2023 June 1, 2021

## Proposal Package

The proposal package must include the following:

<input checked="" type="checkbox"/> evidence of unit-level approval on the completed CEC form
<input checked="" type="checkbox"/> <a href="#">Consultation form</a> (if applicable, such as when cross-listings are affected)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider curriculum proposals that have received department-level curriculum approval.

<b>Name:</b> Jing Wang <b>Position:</b> Undergraduate Program Director <b>Date:</b> Apr 26, 2021
<b>Name:</b> Marie-Helene Budworth <b>Position:</b> Interim Director, School of HRM <b>Date:</b> Apr 26, 2021

## Contact Information

<b>Department:</b> School of Human Resource Management
<b>Unit Contact:</b> Marie-Helene Budworth
<b>Proponent's Name:</b> Marie-Helene Budworth <b>Proponent's Email:</b> budworth@yorku.ca

## Current Course Information (Originator)

<b>Addendum - Removing Cross-Listings with ADMS</b>
<b>Rubric:</b> HRM
<b>Change Effective Academic Session:</b> Fall
<b>Change Effective Academic Year:</b> 2022

## Type of Change

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> course number / year-level                 | <input type="checkbox"/> course description   | <input type="checkbox"/> credit value                             |
| <input type="checkbox"/> <a href="#">course credit exclusion(s)</a> | <input type="checkbox"/> pre/co-requisite(s)  | <input checked="" type="checkbox"/> <a href="#">cross-listing</a> |
| <input type="checkbox"/> retire/expire course                       | <input type="checkbox"/> format/delivery mode | <input type="checkbox"/> course title                             |
| <input type="checkbox"/> other (please specify):                    |   |   |

If the changes are to the year level or credit weight, explain how the course learning outcomes, evaluation methods, relevancy, and required readings will be revised to address the change.

n/a

If the change is to the format or delivery mode, explain how this will affect the course design, method of instruction, resources, and evaluation.

n/a

## Academic Rationale

1. How does this change clarify requirements or options for students?
2. How does this change lend to program identity or coherence?
3. What is the role of the course in supporting students to achieve the program learning outcomes? (posted on the Faculty Council Curriculum Toolkit)

SHRM and ADMS have shared a bulk cross-listing for most HRM courses. As part of the curriculum changes, we propose to remove cross-listings with ADMS where it makes sense. In many of the courses, they are an artifact of the historical connection between the BCom and BHRM degrees; the cross-listing was used to ease the transition to separate rubrics over 10 years ago. Removal of the bulk cross-listing HRM/ADMS will serve to clarify the distinct standing of the HRM discipline.

# CHANGE TO EXISTING COURSE (CEC) PROPOSAL FORM

## Deadline

FWS 2022-2023 June 1, 2021

## Proposal Package

The proposal package must include the following:

<input checked="" type="checkbox"/> evidence of unit-level approval on the completed CEC form
<input checked="" type="checkbox"/> <a href="#">Consultation form</a> (if applicable, such as when cross-listings are affected)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider curriculum proposals that have received department-level curriculum approval.

<b>Name:</b> Jing Wang	<b>Position:</b> Undergraduate Program Director	<b>Date:</b> Apr 26, 2021
<b>Name:</b> Marie-Helene Budworth	<b>Position:</b> Interim Director, School of HRM	<b>Date:</b> Apr 26, 2021

## Contact Information

<b>Department:</b> School of Human Resource Management
<b>Unit Contact:</b> Marie-Helene Budworth
<b>Proponent's Name:</b> Marie-Helene Budworth <b>Proponent's Email:</b> budworth@yorku.ca

## Current Course Information (Originator)

<b>Rubric:</b> HRM	<b>Course No.:</b> 2600	<b>Credits:</b> 3.00
<b>Title:</b> Human Resources Management		
<b>Cross-Listing:</b> AP/ADMS 2600		
<b>Is this a General Education course?</b> No		
<b>Change Effective Academic Session:</b> Fall		
<b>Change Effective Academic Year:</b> 2022		
<b>Rubric:</b> HRM	<b>Course No.:</b> 3400	<b>Credits:</b> 3.00
<b>Title:</b> Occupational Health and Safety		
<b>Cross-Listing:</b> AP/ADMS 3400; HH/HLST 3240		
<b>Rubric:</b> HRM	<b>Course No.:</b> 3410	<b>Credits:</b> 3.00
<b>Title:</b> Training and Development		
<b>Cross-Listing:</b> AP/ADMS 3410		

<b>Rubric:</b> HRM	<b>Course No.:</b> 3422	<b>Credits:</b> 3.00
<b>Title:</b> Industrial Relations		
<b>Cross-Listing:</b> AP/ADMS 3422		
<b>Rubric:</b> HRM	<b>Course No.:</b> 3470	<b>Credits:</b> 3.00
<b>Title:</b> Recruitment, Selection and Performance Appraisal of Personnel		
<b>Cross-Listing:</b> AP/ADMS 3470		
<b>Rubric:</b> HRM	<b>Course No.:</b> 3490	<b>Credits:</b> 3.00
<b>Title:</b> Compensation		
<b>Cross-Listing:</b> AP/ADMS 3490		
<b>Type of Change</b>		

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> course number / year-level                 | <input type="checkbox"/> course description             | <input type="checkbox"/> credit value                             |
| <input type="checkbox"/> <a href="#">course credit exclusion(s)</a> | <input checked="" type="checkbox"/> pre/co-requisite(s) | <input checked="" type="checkbox"/> <a href="#">cross-listing</a> |
| <input type="checkbox"/> retire/expire course                       | <input type="checkbox"/> format/delivery mode           | <input type="checkbox"/> course title                             |
| <input type="checkbox"/> other (please specify):                    |   |   |

If the changes are to the year level or credit weight, explain how the course learning outcomes, evaluation methods, relevancy, and required readings will be revised to address the change.

There is no change to year level or credit weight of this course.

If the change is to the format or delivery mode, explain how this will affect the course design, method of instruction, resources, and evaluation.

There will be no change to the format or delivery mode of the course.

## Academic Rationale

1. How does this change clarify requirements or options for students?
2. How does this change lend to program identity or coherence?
3. What is the role of the course in supporting students to achieve the program learning outcomes? (posted on the Faculty Council Curriculum Toolkit)
4. Update the course learning outcomes (required for changes in year level and substantive content)
5. Which program learning outcomes does this course help students to achieve? (posted on the [Faculty Council Curriculum Toolkit](#))

- Cross-listing with ADMS will be removed (see attached Addendum for rationale).
- **HRM 2600:** AP/ADMS 1000 is no longer a required course in the degree. The contextual business environment in which HR operates will be addressed in both AP/HRM1000 and AP/HRM2600.

- This course serves as an introduction to all the program learning outcomes in all three major categories of program learning outcomes.

- **HRM 3400:** Currently, the course has a prerequisite of ADMS 1000, which applies only to students in the BCom program. We propose to remove it as it is no longer relevant as a prerequisite in the course.

- Cross-listing with HH/HLST 3240 will be maintained to meet Health Studies upper-year program requirements.

**HRM 3410:** Prerequisite removal: AP/ADMS 1000 is no longer a required course in the degree. The contextual business environment in which HR operates will be addressed in both AP/HRM1000 (a prerequisite for AP/ADMS2400) and AP/HRM2600. Students will have the option of completing ADMS 2400 as a prerequisite or concurrently with HRM 3410.

**HRM 3422:** Prerequisite removal: AP/ADMS 2400 is no longer relevant as a prerequisite for the course.

**HRM 3470 and HRM 3490:** Additional prerequisite: AP/HRM 1000 (Fundamentals of HRM), a new core BHRM degree requirement, provides background to the contextual business environment in which HR operates. It will augment the current prerequisite of AP/HRM2600. This additional prerequisite will apply only to students enrolled in the BHRM, HRM Minor and HRM Certificate.

## Description

Use the current course description from the repository. Denote additions in **bold, blue, underlined** type and deletions with a ~~strikethrough~~ in the left column.

<b>Current Course Information</b>	<b>Proposed Course Changes</b>
<p><b>Titles</b>                      Long: Human Resources Management                      Short: Human Resources Management                      HRM 2600</p> <p><b>Descriptions</b>  <b>Brief:</b> This course examines a number of issues in Canadian human resources management including: human resources planning, recruitment, selection, performance appraisal, industrial relations, <del>and training and development.</del>  <del>Prerequisite: AP/ADMS 1000 3.00</del>  <del>(students in the BCOM/BHRM programs, the HRM Certificate or the HRM Minor may take AP/ADMS 1000 3.00 concurrently with AP/ADMS/HRM 2600 3.00).</del>  <del>Prior TO FALL 2009: Prerequisite: AK/ADMS 1000 3.00 (students in the BCOM/BHRM programs may take AK/ADMS 1000 3.00 concurrently with AK/ADMS 2600 3.00).</del>  <del>Course credit exclusions: AK/ADMS 2600 3.00, AK/ADMS 3480 3.00 (prior to Summer 2001).</del></p> <p><b>Expanded:</b> AP/HRM 2600 3.00 is based on AK/ADMS 2600 3.00</p>	<p>Example: <a href="#">Add this text</a>                      Example: <del>Delete this text</del></p> <p><b>Titles</b>                      Long (max 100 characters including spaces):                      Human Resources Management                      Short (max 40 characters including spaces):                      Human Resources Management</p> <p><b>Descriptions</b>  <b>Brief:</b> This course examines a number of issues in Canadian human resources management including: human resources planning, recruitment, selection, performance appraisal, industrial relations, and training and development.                      Prerequisite: <b><u>None.</u></b>  <b><u>Note: This course is only open to those students in the BHRM, HRM Minor and HRM Certificate Programs who started the program in or after Fall 2022.</u></b></p> <p><b>Expanded:</b> (max 250 words including spaces and punctuation): AP/HRM 2600 3.00 is based on AK/ADMS 2600 3.00</p>

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Occupational Health and Safety Short: Occupational Health and Safety HRM 3400</p> <p><b>Descriptions</b> <b>Brief:</b> Covers federal and provincial occupational health and safety legislation, hazard identification and control, physical agents, chemical agents, socio-psychological aspects of health and the management of safety programs. <del>Prerequisite: AP/ADMS 1000 3.00, for all BCOM and BCOM Honours students.</del> <del>Prior TO FALL 2009: Prerequisite: AK/ADMS 1000 3.00, for all BCOM and BCOM Honours students. Course credit exclusions: AK/ADMS 3400 3.00, AK/HLST 3240 3.00 prior to F/W 2008.</del></p> <p><b>Expanded:</b> AP/HRM 3400 3.00 is based on AK/ADMS 3400 3.00</p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Occupational Health and Safety Short (max 40 characters including spaces): Occupational Health and Safety</p> <p><b>Descriptions</b> <b>Brief</b> (max 60 words including spaces and punctuation): Covers federal and provincial occupational health and safety legislation, hazard identification and control, physical agents, chemical agents, socio-psychological aspects of health and the management of safety programs. Prerequisite: <a href="#">None.</a></p> <p><b>Expanded</b> (max 250 words including spaces and punctuation): AP/HRM 3400 3.00 is based on AK/ADMS 3400 3.00</p>

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Training and Development Short: Training and Development HRM 3410</p> <p><b>Descriptions</b> <b>Brief:</b> Covers the corporate training process of needs analysis, objective setting, program design, adult education, equity in training, methods and evaluation, as well as alternatives to training and the role of stakeholder. Prerequisites: AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM 2600 3.00.</p> <p><b>Expanded:</b> AP/HRM 3410 3.00 is based on AK/ADMS 3410 3.00</p>	<p>Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Training and Development Short (max 40 characters including spaces): Training and Development</p> <p><b>Descriptions</b> <b>Brief (max 60 words including spaces and punctuation):</b> Covers the corporate training process of needs analysis, objective setting, programme design, adult education, equity in training, methods and evaluation, as well as alternatives to training and the role of stakeholder. Prerequisites: AP/HRM 2600 3.00 <a href="#">and AP/ADMS 2400 3.00. AP/ADMS 2400 can be taken concurrently with AP/HRM 3410.</a></p> <p><b>Expanded (max 250 words including spaces and punctuation):</b> AP/HRM 3410 3.00 is based on AK/ADMS 3410 3.00</p>

Current Course Information	Proposed Course Changes Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>
<p><b>Titles</b> Long: Industrial Relations Short: Industrial Relations HRM 3422</p> <p><b>Descriptions</b> <b>Brief:</b> Examines the history of unions, the nature of the industrial relations systems including the legal framework, the social psychological climate, contract negotiation and administration. Ideologies and trends are discussed. Prerequisite: AP/ADMS 2400 3.00.</p> <p><b>Expanded:</b> AP/HRM 3422 3.00 is based on AK/ADMS 3422 3.00</p>	<p><b>Titles</b> Long (max 100 characters including spaces): Industrial Relations Short (max 40 characters including spaces): Industrial Relations</p> <p><b>Descriptions</b> Brief (max 60 words including spaces and punctuation): Examines the history of unions, the nature of the industrial relations systems including the legal framework, the social psychological climate, contract negotiation and administration. Ideologies and trends are discussed. Prerequisite: <a href="#">None.</a></p> <p>Expanded (max 250 words including spaces and punctuation): AP/HRM 3422 3.00 is based on AK/ADMS 3422 3.00</p>

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Recruitment, Selection and Performance Appraisal of Personnel Short: Recruitm. Select. &amp; Perform. Appraisal HRM 3470</p> <p><b>Descriptions</b> <b>Brief:</b> This course enables the student to identify the appropriate recruiting methods for locating and attracting different types of candidates, explains the key steps in the selection process, evaluates the validity of various selection techniques and describes various performance appraisal methods. Prerequisite: AP/HRM 2600 3.00.</p> <p><b>Expanded:</b> AP/HRM 3470 3.00 is based on AK/ADMS 3470 3.00</p>	<p>Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Recruitment, Selection and Performance Appraisal of Personnel Short (max 40 characters including spaces): Recruitm. Select. &amp; Perform. Appraisal</p> <p><b>Descriptions</b> Brief (max 60 words including spaces and punctuation): This course enables the student to identify the appropriate recruiting methods for locating and attracting different types of candidates, explains the key steps in the selection process, evaluates the validity of various selection techniques and describes various performance appraisal methods. Prerequisite: <a href="#">(1) AP/HRM 2600 3.00</a>; <a href="#">(2) AP/HRM 1000 for BHRM, HRM Minor and HRM Certificate students.</a></p> <p><a href="#">Prior TO FALL 2020: AP/HRM 2600 3.00.</a></p> <p>Expanded (max 250 words including spaces and punctuation): AP/HRM 3470 3.00 is based on AK/ADMS 3470 3.00</p>

Current Course Information	Proposed Course Changes Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>
<p><b>Titles</b> Long: Compensation Short: Compensation HRM 3490</p> <p><b>Descriptions</b> <b>Brief:</b> Provides the student with an understanding of the objectives of a compensation program; the process and techniques of wage and salary determination; issues and problems in incentive systems, benefits and services and the management of these programs. Prerequisite: AP/HRM 2600 3.00.</p> <p><b>Expanded:</b> AP/HRM 3490 3.00 is based on AK/ADMS 3490 3.00</p>	<p><b>Titles</b> Long (max 100 characters including spaces): Compensation Short (max 40 characters including spaces): Compensation</p> <p><b>Descriptions</b> Provides the student with an understanding of the objectives of a compensation program; the process and techniques of wage and salary determination; issues and problems in incentive systems, benefits and services and the management of these programs. . Prerequisite: <a href="#">(1) AP/HRM 2600 3.00</a>; <a href="#">(2) AP/HRM 1000 for BHRM, HRM Minor and HRM Certificate students.</a></p> <p><a href="#">Prior TO FALL 2020: AP/HRM 2600 3.00.</a></p> <p><b>Expanded:</b> AP/HRM 3490 3.00 is based on AK/ADMS 3490 3.00</p>

# CHANGE TO EXISTING COURSE (CEC) PROPOSAL FORM

## Deadline

FWS 2022-2022 June 1, 2021

## Proposal Package

The proposal package must include the following:

- evidence of unit-level approval on the completed CEC form
- [Consultation form](#) (if applicable, such as when cross-listings are affected)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider curriculum proposals that have received department-level curriculum approval.

<b>Name:</b> Jing Wang	<b>Position:</b> Undergraduate Program Director	<b>Date:</b> Apr 26, 2021
<b>Name:</b> Marie-Helene Budworth	<b>Position:</b> Interim Director, School of HRM	<b>Date:</b> Apr 26, 2021

## Contact Information

<b>Department:</b> School of Human Resource Management
<b>Unit Contact:</b> Marie-Helene Budworth
<b>Proponent's Name:</b> Marie-Helene Budworth <b>Proponent's Email:</b> budworth@yorku.ca

## Current Course Information (Originator)

<b>Rubric:</b> HRM	<b>Course No.:</b> 3420	<b>Credits:</b> 3.00
<b>Title:</b> Employment Law		
<b>Cross-Listing:</b> AP/ADMS 3420		
<b>Is this a General Education course?</b> No		
<b>Change Effective Academic Session:</b> Fall		
<b>Change Effective Academic Year:</b> 2022		

## Type of Change

- course number / year-level     course description     credit value  
 [course credit exclusion\(s\)](#)     pre/co-requisite(s)     [cross-listing](#)  
 retire/expire course     format/delivery mode     course title  
 other (please specify):

If the changes are to the year level or credit weight, explain how the course learning outcomes, evaluation methods, relevancy, and required readings will be revised to address the change.

There is no change to year level or credit weight of these courses.

If the change is to the format or delivery mode, explain how this will affect the course design, method of instruction, resources, and evaluation.

There will be no change to the format or delivery mode of the course.

## Academic Rationale

1. How does this change clarify requirements or options for students?
2. How does this change lend to program identity or coherence?
3. What is the role of the course in supporting students to achieve the program learning outcomes? (posted on the Faculty Council Curriculum Toolkit)
4. Update the course learning outcomes (required for changes in year level and substantive content)

- The cross-listing with ADMS will be removed (see Addendum for rationale).
- Change to course description: remove “labour relations in unionized settings”. That topic is not covered in 3420, it is covered extensively in HRM 3422 Industrial Relations.
- Our intentions with this course are merely to bring the description in line with the content. When making changes to our degree programs, we realized that labour relations should not be included in the course description, as this topic is not covered in 3420. Aside from the removal of this text, the description and the content from the course remain unchanged. Given that the change is almost entirely nominal, we have not included the matching of course learning outcomes to program learning outcomes for this course.

5. Which program learning outcomes does this course help students to achieve? (posted on the Faculty Council Curriculum Toolkit)

This course develops the following program learning outcomes:

- 1.3 Articulate both in writing and verbally the fundamental approaches to managing people at work;

- 1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes;
- 2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts;
- 2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation;
- 3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective.

This course achieves the following program learning objectives:

- 1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders;
- 3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations;
- 3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.

## Description

Use the current course description from the repository. Denote additions in **bold, blue, underlined** type and deletions with a ~~strikethrough~~ in the left column.

<b>Current Course Information</b>	<b>Proposed Course Changes</b>
<p><b>Titles</b> Long: Employment Law Short: Employment Law</p> <p><b>Descriptions</b> <b>Brief:</b> Provides a basic understanding of the law and issues governing the employer-employee relationship. The rights and obligations of employers and employees are examined, <del>as well as labour relations in unionized settings.</del> Prerequisite: AP/HRM 2600 3.00.</p> <p><b>Expanded:</b> AP/HRM 3420 3.00 is based on AK/ADMS 3420 3.00</p>	<p>Example: <u>Add this text</u> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Employment Law Short (max 40 characters including spaces): Employment Law</p> <p><b>Descriptions</b> Provides a basic understanding of the law and issues governing the employer-employee relationship. The rights and obligations of employers and employees are examined. Prerequisite: AP/HRM 2600 3.00.</p> <p><b>Expanded:</b> AP/HRM 3420 3.00 is based on AK/ADMS 3420 3.00</p>

# CHANGE TO EXISTING COURSE (CEC) PROPOSAL FORM

**Deadline**

FWS 2022-2023 June 1, 2021

**Proposal Package**

The proposal package must include the following:

<input checked="" type="checkbox"/> <b>evidence of unit-level approval on the completed CEC form</b>
<input checked="" type="checkbox"/> <b><a href="#">Consultation form</a> (if applicable, such as when cross-listings are affected)</b>

**Departmental Curriculum Approval**

The Committee on Curriculum, Curricular Policy and Standards will only consider curriculum proposals that have received department-level curriculum approval.

<b>Name:</b> Jing Wang <b>Position:</b> Undergraduate Program Director <b>Date:</b> Apr 26, 2021
<b>Name:</b> Marie-Helene Budworth <b>Position:</b> Interim Director, School of HRM <b>Date:</b> Apr 26, 2021

**Contact Information**

<b>Department:</b> School of Human Resource Management
<b>Unit Contact:</b> Marie-Helene Budworth
<b>Proponent's Name:</b> Marie-Helene Budworth <b>Proponent's Email:</b> budworth@yorku.ca

## Current Course Information (Originator)

<b>Rubric:</b> HRM <b>Course No.:</b> 3430 <b>Credits:</b> 3.00
Human Resources Planning
<b>Cross-Listing:</b> AP/ADMS 3430
<b>Rubric:</b> HRM <b>Course No.:</b> 4410 <b>Credits:</b> 3.00
<b>Title:</b> Strategic Human Resources Management
<b>Cross-Listing:</b> AP/ADMS 4410
<b>Rubric:</b> HRM <b>Course No.:</b> 4420 <b>Credits:</b> 3.00
<b>Title:</b> Human Resources Research Methods
<b>Cross-Listing:</b> AP/ADMS 4420
<b>Rubric:</b> HRM <b>Course No.:</b> 4440 <b>Credits:</b> 3.00
<b>Title:</b> Issues in Human Resource Management
<b>Cross-Listing:</b> AP/ADMS 4440
<b>Rubric:</b> HRM <b>Course No.:</b> 4050 <b>Credits:</b> 3.00
<b>Title:</b> Advanced Industrial Relations
<b>Cross-Listing:</b> AP/ADMS 4050
<b>Rubric:</b> HRM <b>Course No.:</b> 4470 <b>Credits:</b> 3.00
<b>Title:</b> International Human Resource Management
<b>Cross-Listing:</b> AP/ADMS 4470

Is this a General Education course? No

Change Effective Academic Session: Fall

Change Effective Academic Year: 2022

## Type of Change

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> course number / year-level   | <input type="checkbox"/> course description             | <input type="checkbox"/> credit value                             |
| <input type="checkbox"/> <a href="#">course credit exclusion(s)</a>   | <input checked="" type="checkbox"/> pre/co-requisite(s) | <input checked="" type="checkbox"/> <a href="#">cross-listing</a> |
| <input type="checkbox"/> retire/expire course   | <input type="checkbox"/> format/delivery mode           | <input type="checkbox"/> course title                             |
| <input checked="" type="checkbox"/> other (please specify): <b>for HRM 4470 only:</b> change course from major requirement to list of optional courses in Honours degree. |   |   |

If the changes are to the year level or credit weight, explain how the course learning outcomes, evaluation methods, relevancy, and required readings will be revised to address the change.

There is no change to year level or credit weight of these courses.

If the change is to the format or delivery mode, explain how this will affect the course design, method of instruction, resources, and evaluation.

There will be no change to the format or delivery mode of the courses.

## Academic Rationale

1. How does this change clarify requirements or options for students?
2. How does this change lend to program identity or coherence?
3. What is the role of the course in supporting students to achieve the program learning outcomes? (posted on the Faculty Council Curriculum Toolkit)
4. Update the course learning outcomes (required for changes in year level and substantive content)

We propose to remove the cross-listing with ADMS from the above 6 courses (See attached Addendum).

Where applicable, prerequisites will be aligned with the following overall degree changes:

- Standardization of minimum degree credits earned in honours degree prior to taking 4th year courses, to ensure proper breadth and background.
- 4th year HRM courses will now require 66 credits (most previously required 78 credits): allowing for sufficient disciplinary knowledge to be gained prior to taking 4th year courses, while allowing greater time flexibility to take those (normally from the 6th term of the program).

### HRM 4470 Prerequisite change:

Prerequisite removal: HRM 3410, Training and Development and HRM 3470, Recruitment, Selection and Performance Appraisal are no longer deemed necessary

as prerequisites for the course, as basic exposure to the materials is provided in other prerequisites.

HRM 4470 will be moved from major requirements to the list of optional courses in the Honours degree from which students must acquire 12 credits. It will remain as a required course in the new Specialized Honours degree.

## Description

Use the current course description from the repository. Denote additions in **bold, blue, underlined** type and deletions with a ~~strikethrough~~ in the left column.

<p><b>Current Course Information</b></p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p>
<p><b>Titles</b> Long: Human Resources Planning Short: Human Resources Planning  (<del>Crosslisted to: AP/ADMS 3430 3.00</del>)</p> <p><b>Descriptions</b> <b>Brief:</b> Provides students with an understanding of the personnel planning process, the qualitative and quantitative techniques used in forecasting personnel requirements, and feasible solutions to shortages or surpluses. Prerequisite: AP/HRM 2600 3.00.  <b>Expanded:</b> AP/HRM 3430 3.00 is based on AK/ADMS 3430 3.00</p>	<p><b>Titles</b> Long (max 100 characters including spaces): Human Resources Planning Short (max 40 characters including spaces): Human Resources Planning</p> <p><b>Descriptions</b> Provides students with an understanding of the personnel planning process, the qualitative and quantitative techniques used in forecasting personnel requirements, and feasible solutions to shortages or surpluses. Prerequisite: AP/HRM 2600 3.00.  <b>Expanded:</b> AP/HRM 3430 3.00 is based on AK/ADMS 3430 3.00</p>
<p><b>Current Course Information</b></p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p>

<p><b>Titles</b>  Long: Strategic Human Resources Management  Short: Strategic Human Resources Management</p> <p><b>Descriptions</b>  <b>Brief:</b> Examines the evolution of the HR role, the trends that impact on HRM, the threats and opportunities affecting the HR function. Discusses strategy, action plans, priority management, measurement of results and competencies.  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, AP/HRM 3490 3.00.</p> <p><b>Expanded</b>  AP/HRM 4410 3.00 is based on AK/ADMS 4410 3.00</p>	<p><b>Titles</b>  Long (max 100 characters including spaces): Strategic Human Resources Management  Short (max 40 characters including spaces): Strategic Human Resources Management</p> <p><b>Descriptions</b>  <b>Brief</b> (max 60 words including spaces and punctuation):  Examines the evolution of the HR role, the trends that impact on HRM, the threats and opportunities affecting the HR function. Discusses strategy, action plans, priority management, measurement of results and competencies.  Prerequisites: <a href="#">66 credits, including</a> 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, AP/HRM 3490 3.00.</p> <p><b>Expanded</b> (max 250 words including spaces and punctuation): AP/HRM 4410 3.00 is based on AK/ADMS 4410 3.00</p>
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Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Human Resources Research Methods Short: Human Resources Research Methods</p> <p><b>Descriptions</b> <b>Brief:</b> Examines the research function in HRM. Topics include measurement and evaluation, as well as experimental, survey and qualitative research methods. Emphasis is placed on how to design research to measure and evaluate HRM programs. Prerequisites: 1) For students in the Honours program, 78 credits including AP/HRM 2600 3.00, or 2) for other students, a grade of C+ or better in AP/HRM 2600 3.00.</p> <p><b>Expanded</b> AP/HRM 4420 3.00 is based on AK/ADMS 4420 3.00</p>	<p>Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Human Resources Research Methods Short (max 40 characters including spaces): Human Resources Research Methods</p> <p><b>Descriptions</b> <b>Brief</b> Examines the research function in HRM. Topics include measurement and evaluation, as well as experimental, survey and qualitative research methods. Emphasis is placed on how to design research to measure and evaluate HRM programs. Prerequisites: 1) For students in the Honours program, <a href="#">66</a> credits including AP/HRM 2600 3.00, or 2) for other students, a grade of C+ or better in AP/HRM 2600 3.00.</p> <p><b>Expanded</b> (max 250 words including spaces and punctuation): AP/HRM 4420 3.00 is based on AK/ADMS 4420 3.00</p>

<b>Current Course Information</b>	<b>Proposed Course Changes</b>
<p><b>Titles</b>  <b>Long:</b> Issues in Human Resource Management  <b>Short:</b> Issues in Human Resource Management</p> <p><b>Descriptions</b>  <b>Brief:</b> 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. Prerequisites: For students in the Honours program, <del>78</del> credits including AP/HRM 2600 3.00, or for other students, a grade of C+ or better in AP/HRM 2600 3.00.</p> <p><b>Expanded</b>                      AP/HRM 4440 3.00 is based on AK/ADMS 4440 3.00</p>	<p>Example: <a href="#">Add this text</a>                      Example: <del>Delete this text</del></p> <p><b>Titles</b>  <b>Long</b> (max 100 characters including spaces): Issues in Human Resource Management  <b>Short</b> (max 40 characters including spaces): Issues in Human Resource Management</p> <p><b>Descriptions</b>  <b>Brief</b> (max 60 words including spaces and punctuation):                      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.</p> <p>Prerequisites: For students in the Honours program, <a href="#">66</a> credits including AP/HRM 2600 3.00, or for other students, a grade of C+ or better in AP/HRM 2600 3.00.</p> <p><b>Expanded</b> (max 250 words including spaces and punctuation):                      AP/HRM 4440 3.00 is based on AK/ADMS 4440 3.00</p>

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Advanced Industrial Relations Short: Advanced Industrial Relations</p> <p><b>Descriptions</b> <b>Brief:</b> Collective employer-employee relations: the structure, function and government of the modern trade union movement. Labour legislation, collective bargaining process and procedures and public policy towards industrial relations. Prerequisites: For students in the Honours program, 78 credits including AP/HRM 3422 3.00, or for other students, a grade of C+ or better in AP/HRM 3422 3.00. Course credit exclusions: None.</p> <p><b>Expanded</b> AP/HRM 4050 3.00 is based on AK/ADMS 4050 3.00</p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Short (max 40 characters including spaces):</p> <p><b>Descriptions</b> <b>Brief</b> (max 60 words including spaces and punctuation): Collective employer-employee relations: the structure, function and government of the modern trade union movement. Labour legislation, collective bargaining process and procedures and public policy towards industrial relations. Prerequisites: For students in the Honours program, 66 credits including AP/HRM 3422 3.00, or for other students, a grade of C+ or better in AP/HRM 3422 3.00. Course credit exclusions: None.</p> <p><b>Expanded</b> (max 250 words including spaces and punctuation):</p>

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: International Human Resources Management Short: International Human Resources Management</p> <p><b>Descriptions</b> <b>Brief:</b> Outlines the differences between domestic and international human resources management with specific emphasis on staffing, training, management development, compensation and benefits, union and employee relations. HRM practices in other countries are identified. Prerequisites: AP/HRM 2600 3.00, <del>AP/HRM 3410 3.00</del>, AP/HRM 3430 3.00, <del>AP/HRM 3470 3.00</del> and AP/HRM 3490 3.00.</p> <p><b>Expanded:</b> AP/HRM 4470 3.00 is based on AK/ADMS 4470 3.00</p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): International Human Resources Management Short (max 40 characters including spaces): International Human Resources Management</p> <p><b>Descriptions</b> <b>Brief (max 60 words including spaces and punctuation):</b> Outlines the differences between domestic and international human resources management with specific emphasis on staffing, training, management development, compensation and benefits, union and employee relations. HRM practices in other countries are identified. Prerequisites: <a href="#">66 credits, including</a> AP/HRM 2600 3.00, AP/HRM 3430 3.00, and AP/HRM 3490 3.00.</p> <p><b>Expanded (max 250 words including spaces and punctuation):</b> AP/HRM 4470 3.00 is based on AK/ADMS 4470 3.00</p>

# CHANGE TO EXISTING COURSE (CEC) PROPOSAL FORM

## Deadline

FWS 2022-2023 June 1, 2021

## Proposal Package

The proposal package must include the following:

<input checked="" type="checkbox"/> evidence of unit-level approval on the completed CEC form
<input checked="" type="checkbox"/> <a href="#">Consultation form</a> (if applicable, such as when cross-listings are affected)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider curriculum proposals that have received department-level curriculum approval.

<b>Name:</b> Jing Wang	<b>Position:</b> Undergraduate Program Director	<b>Date:</b> Apr 26, 2021
<b>Name:</b> Marie-Helene Budworth	<b>Position:</b> Interim Director, School of HRM	<b>Date:</b> Apr 26, 2021

## Contact Information

<b>Department:</b> School of Human Resource Management
<b>Unit Contact:</b> Marie-Helene Budworth
<b>Proponent's Name:</b> Marie-Helene Budworth <b>Proponent's Email:</b> budworth@yorku.ca

## Current Course Information (Originator)

<b>Rubric:</b> HRM	<b>Course No.:</b> 3440	<b>Credits:</b> 3.00
<b>Title:</b> Leadership and Management Skills		
<b>Cross-Listing:</b> AP/ADMS 3440		
<b>Rubric:</b> HRM	<b>Course No.:</b> 3450	<b>Credits:</b> 3.00
<b>Title:</b> Equity, Diversity and Inclusion in the Workplace		
<b>Cross-Listing:</b> AP/ADMS 3450		
<b>Rubric:</b> HRM	<b>Course No.:</b> 4430	<b>Credits:</b> 3.00
<b>Title:</b> Career Management		
<b>Cross-listing:</b> AP/ADMS 4430		
<b>Rubric:</b> HRM	<b>Course No.:</b> 4480	<b>Credits:</b> 3.00
<b>Title:</b> Cross Cultural Management		
<b>Cross-listing:</b> AP/ADMS 4480		
<b>Rubric:</b> HRM	<b>Course No.:</b> 4481	<b>Credits:</b> 3.00
<b>Title:</b> Organizational Communication		
<b>Cross-Listing:</b> AP/ADMS 4481		

<b>Rubric:</b> HRM	<b>Course No.:</b> 4485	<b>Credits:</b> 3.00
<b>Title:</b> Executive Coaching		
<b>Cross-Listing:</b> AP/ADMS 4485		
<b>Rubric:</b> HRM	<b>Course No.:</b> 4490	<b>Credits:</b> 3.00
<b>Title:</b> Negotiations for Human Resource Management		
<b>Cross-Listing:</b> AP/ADMS 4490		
<b>Rubric:</b> HRM	<b>Course No.:</b> 4495	<b>Credits:</b> 3.00
<b>Title:</b> Managing Effective Groups and Teams		
<b>Cross-Listing:</b> AP/ADMS 4495		
<b>Rubric:</b> HRM	<b>Course No.:</b> 4500	<b>Credits:</b> 3.00
<b>Title:</b> Advanced Law of Work and Policy		
<b>Cross-Listing:</b> none		
<b>Is this a General Education course?</b> No		
<b>Change Effective Academic Session:</b> Fall		
<b>Change Effective Academic Year:</b> 2022		

## Type of Change

- course number / year-level     course description     credit value  
 [course credit exclusion\(s\)](#)     pre/co-requisite(s)     [cross-listing](#)  
 retire/expire course     format/delivery mode     course title  
 other (please specify): for HRM 4500 only: course relevancy change

If the changes are to the year level or credit weight, explain how the course learning outcomes, evaluation methods, relevancy, and required readings will be revised to address the change.

There is no change to year level or credit weight of these courses.

If the change is to the format or delivery mode, explain how this will affect the course design, method of instruction, resources, and evaluation.

There will be no change to the format or delivery mode of the courses.

## Academic Rationale

1. How does this change clarify requirements or options for students?
2. How does this change lend to program identity or coherence?
3. What is the role of the course in supporting students to achieve the program learning outcomes? (posted on the Faculty Council Curriculum Toolkit)
4. Update the course learning outcomes (required for changes in year level and substantive content)

AP/ADMS 1000 is no longer a required course in the degree. The contextual business environment in which HR operates will be addressed in both AP/HRM1000 and AP/HRM2600, which students will complete in their first year. This prerequisite is being removed from the following courses: HRM 3440, HRM 4481, HRM 4485 HRM 4490, HRM 4495.

For HRM 3440, HRM 4481, HRM 4485, HRM 4490, and HRM 4495, the prerequisite of HRM 2600 will not be required for BCOM students. For HRM 3440, the prerequisite of HRM 2600 will not be required for BDEM students either.

Where applicable, prerequisites will be aligned with the following overall degree changes:

- Standardization of minimum degree credits earned in honours degree prior to taking 4th year courses, to ensure proper breadth and background.
- 4th year HRM courses will now require 66 credits (most previously required 78 credits): allowing for sufficient disciplinary knowledge to be gained prior to taking 4th year courses, while allowing greater time flexibility to take those (normally from the 6th term of the program).

**HRM 3450:** Prerequisite change: The content of AP/ADMS 2400 provides better theoretical and disciplinary context for the course, replacing AP/HRM 2600 as a prerequisite.

**HRM 4485:** ADMS 2400 will be added as a prerequisite. HRM 4485 requires a foundation in many of the topics included in ADMS 2400 Intro to OB including perception, attribution, personality, leadership, conflict and change. The prerequisite of HRM 2600 will not be required for BCOM students.

**HRM 4500:** Currently, HRM 4500 is included in a list of additional courses from which BHRM Honours students are asked to select 15 credits. In the new proposed Specialized Honours degree, we plan to add it as a required major course. It will remain on the list of optional courses in the Honours degree.

## Description

Use the current course description from the repository. Denote additions in **bold, blue, underlined** type and deletions with a ~~strikethrough~~ in the left column.

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Leadership and Management Skills Short: Leadership and Management Skills</p> <p><b>Descriptions</b> <b>Brief:</b> This course focuses on imparting to students key skills associated with managerial success in organizations. Leadership is a key theme throughout the course, which also addresses decision-making, conflict resolution, time management, team-building, negotiating, and other critical management skills. Prerequisites: <del>AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM 2600 3.00.</del></p> <p><b>Expanded:</b> AP/HRM 3440 3.00 is based on AK/ADMS 3440 3.00</p> <p>Reference to prior title of ADMS 3440 3.00 moved to the "prior to fall 2009" section for clarity as the AP versions of the course have never existed under another title.</p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Leadership and Management Skills Short (max 40 characters including spaces): Leadership and Management Skills</p> <p><b>Descriptions</b> <b>Brief (max 60 words including spaces and punctuation):</b> This course focuses on imparting to students key skills associated with managerial success in organizations. Leadership is a key theme throughout the course, which also addresses decision-making, conflict resolution, time management, team-building, negotiating, and other critical management skills. Prerequisites: <a href="#">AP/HRM 2600 3.00 and AP/ADMS 2400 3.00. For BCOM and BDEM students ADMS 2400 only.</a></p> <p><b>Expanded (max 250 words including spaces and punctuation):</b> AP/HRM 3440 3.00 is based on AK/ADMS 3440 3.00</p> <p>Reference to prior title of ADMS 3440 3.00 moved to the "prior to fall 2009" section for clarity as the AP versions of the course have never existed under another title.</p>

Current Course Information	Proposed Course Changes Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>
<p><b>Titles</b> Long: Equity, Diversity and Inclusion in the Workplace Short: Equity, Diversity and Inclusion</p> <p><b>Descriptions</b> <b>Brief:</b> Provides basic understanding of diversity and inclusion practices in organizations and in the Canadian workforce. Issues of inequality and discrimination are examined through theoretical lenses that inform the practice of diversity management. The value of diversity and inclusion, and means of accommodation are explored. Prerequisite: AP/HRM 2600 3.00.</p> <p><del><b>Expanded:</b> Provides basic understanding of diversity and inclusion practices in organizations and in the Canadian workforce. Issues of inequality and discrimination are examined through theoretical lenses that inform the practice of diversity management. The value of diversity and inclusion, and means of accommodation are explored. Prerequisite: AP/HRM 2600 3.00. Course credit exclusion: AP/HRM 3450 3.00 (prior to Fall 2013).</del></p> <p><del>PRIOR TO FALL 2009: Prerequisite: AK/ADMS 2600 3.00 or AK/ADMS 3480 3.00 (prior to Summer 2001). Course credit exclusion: AK/ADMS 3450 3.00.</del></p>	<p><b>Titles</b> Long (max 100 characters including spaces): Equity, Diversity and Inclusion in the Workplace Short (max 40 characters including spaces): Equity, Diversity and Inclusion</p> <p><b>Descriptions</b> <b>Brief (max 60 words including spaces and punctuation):</b> Provides basic understanding of diversity and inclusion practices in organizations and in the Canadian workforce. Issues of inequality and discrimination are examined through theoretical lenses that inform the practice of diversity management. The value of diversity and inclusion, and means of accommodation are explored. Prerequisite: <del>AP/HRM 2600 3.00</del> <a href="#">AP/ADMS 2400 3.00</a>.</p> <p><b>Expanded (max 250 words including spaces and punctuation):</b></p> <p><a href="#">AP/HRM 3450 3.00 is based on AK/ADMS 3450 3.00</a></p>
Current Course Information	Proposed Course Changes Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>

<p><b>Titles</b>          Long: Career Management          Short: Career Management</p> <p><b>Descriptions</b>  <b>Brief:</b> Provides students with the theory and skills to enable them to manage their own careers, the careers of employees and the career process within organizations.          Prerequisites: AP/HRM 2600 3.00 and AP/HRM 3410 3.00.</p> <p><b>Expanded</b>          AP/HRM 4430 3.00 is based on AK/ADMS 4430 3.00</p>	<p><b>Titles</b>          Long (max 100 characters including spaces): Career Management          Short (max 40 characters including spaces): Career Management</p> <p><b>Descriptions</b>  <b>Brief</b> (max 60 words including spaces and punctuation):          Provides students with the theory and skills to enable them to manage their own careers, the careers of employees and the career process within organizations.          Prerequisites: <a href="#">66</a> credits including AP/HRM 2600 3.00 and AP/HRM 3410 3.00.</p> <p><b>Expanded</b> (max 250 words including spaces and punctuation):          AP/HRM 4430 3.00 is based on AK/ADMS 4430 3.00</p>
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Current Course Information	Proposed Course Changes Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>
<p><b>Titles</b> Long: Cross Cultural Management Short: Cross Cultural Management</p> <p><b>Descriptions</b> <b>Brief:</b> Introduces students to essential theories, frameworks and concepts in Cross Cultural Management. Adopting an experiential learning approach it develops an understanding of how to manage and be managed in diverse cultural contexts. Prerequisites: For students in an Honours program, <del>78</del> credits including AP/ADMS 2400 3.00 and <del>AP/HRM 2600 3.00</del>, or for other students, a grade of C+ or better in AP/ADMS 2400 3.00 and <del>AP/HRM 2600 3.00</del>.</p> <p><b>Expanded</b> AP/HRM 4480 3.00 is based on AK/ADMS 4480 3.00</p>	<p><b>Titles</b> Long (max 100 characters including spaces): Cross Cultural Management Short (max 40 characters including spaces): Cross Cultural Management</p> <p><b>Descriptions</b> <b>Brief:</b> Introduces students to essential theories, frameworks and concepts in Cross Cultural Management. Adopting an experiential learning approach, it develops an understanding of how to manage and be managed in diverse cultural contexts. Prerequisites: For students in an Honours program, <del>66</del> credits including <a href="#">AP/HRM 2600 3.00 and</a> AP/ADMS 2400 3.00, or for other students, a grade of C+ or better in <a href="#">AP/HRM 2600 3.00 and</a> AP/ADMS 2400 3.00.</p> <p><b>Expanded</b> (max 250 words including spaces and punctuation): AP/HRM 4480 3.00 is based on AK/ADMS 4480 3.00</p>

Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Organizational Communication Short: Organizational Communication</p> <p><b>Descriptions</b> <b>Brief:</b> Presents basic theoretical and practical tools of organizational communication and introduces students to the principles and value of communicating effectively in any work setting and to different type of audience. The focus is on interpersonal communication and basic processes of informative and persuasive communication. Prerequisites: <del>AP/ADMS 1000 3.00, AP/ADMS 2400 3.00 and AP/HRM 2600 3.00.</del></p> <p><b>Expanded:</b> AP/HRM 4481 3.00 is based on AK/ADMS 4481 3.00</p>	<p><b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Organizational Communication Short (max 40 characters including spaces): Organizational Communication</p> <p><b>Descriptions</b> Presents basic theoretical and practical tools of organizational communication and introduces students to the principles and value of communicating effectively in any work setting and to different type of audience. The focus is on interpersonal communication and basic processes of informative and persuasive communication. Prerequisites: <a href="#">66 credits including AP/HRM 2600 3.00 and AP/ADMS 2400 3.00. For BCOM students ADMS 2400 only.</a></p> <p><b>Expanded:</b> AP/HRM 4481 3.00 is based on AK/ADMS 4481 3.00</p>

<b>Current Course Information</b>	<b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>
<p><b>Titles</b> Long: Executive Coaching Short: Executive Coaching</p> <p><b>Descriptions</b> <b>Brief:</b> Provides an overview of the theoretical bases, underlying principles and practical guidelines of executive coaching. The objective is to understand the executive coaching process, its unique challenges and goals, and its role in the HR function.</p> <p>Prerequisites: 1) For students in an Honours program, <del>78</del> credits including <del>AP/ADMS 1000 3.00</del> and AP/HRM 2600 3.00, or 2) for other students, a grade of C+ or better in AP/HRM 2600 3.00.</p> <p><b>Expanded</b> AP/HRM 4485 3.00 is based on AK/ADMS 4485 3.00</p>	<p><b>Titles</b> Long (max 100 characters including spaces): Executive Coaching Short (max 40 characters including spaces): Executive Coaching</p> <p><b>Descriptions</b> <b>Brief</b> (max 60 words including spaces and punctuation):  Provides an overview of the theoretical bases, underlying principles and practical guidelines of executive coaching. The objective is to understand the executive coaching process, its unique challenges and goals, and its role in the HR function.</p> <p>Prerequisites: 1) For students in an Honours program, <u>66</u> credits including AP/HRM 2600 3.00 <u>and ADMS 2400. 2) for BCOM students ADMS 2400 only. 3) for other students, a grade of C+ or better in AP/HRM 2600 3.00 and ADMS 2400.</u></p> <p><b>Expanded</b> (max 250 words including spaces and punctuation): AP/HRM 4485 3.00 is based on AK/ADMS 4485 3.00</p>
<b>Current Course Information</b>	<b>Proposed Course Changes</b> Example: <a href="#">Add this text</a> Example: <del>Delete this text</del>

<p><b>Titles</b>          Long: Negotiations for Human Resource Management          Short: Negotiations for Human Resource Management</p> <p><b>Descriptions</b>  <b>Brief:</b> Experiential exercises and case studies are used to gain critical skills for negotiating in a human resource management context. The objective is to learn how to analyze the key factors in a negotiation and plan a course of action. Prerequisites: <del>AP/ADMS 1000 3.00, AP/ADMS 2400 3.00 and AP/HRM 2600 3.00.</del></p> <p><b>Expanded</b>          AP/HRM 4490 3.00 is based on AK/ADMS 4490 3.00</p>	<p><b>Titles</b>          Long (max 100 characters including spaces): Negotiations for Human Resource Management          Short (max 40 characters including spaces): Negotiations for Human Resource Management</p> <p><b>Descriptions</b>  <b>Brief</b> (max 60 words including spaces and punctuation):          Experiential exercises and case studies are used to gain critical skills for negotiating in a human resource management context. The objective is to learn how to analyze the key factors in a negotiation and plan a course of action. Prerequisites: <a href="#">66 credits including: AP/HRM 2600 3.00 and AP/ADMS 2400 3.00. For BCOM students ADMS 2400 only.</a></p> <p><b>Expanded</b> (max 250 words including spaces and punctuation): AP/HRM 4490 3.00 is based on AK/ADMS 4490 3.00</p>
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Current Course Information	Proposed Course Changes
<p><b>Titles</b> Long: Managing Effective Groups and Teams Short: Managing Teams</p> <p><b>Descriptions</b> <b>Brief:</b> Experiential exercises and group projects are used to help students gain insights into managing groups. The students will leave the course with knowledge on how to select, appraise, motivate, and provide feedback to teams in organizational settings. Prerequisites: <del>AP/ADMS 1000 3.00, AP/ADMS 2400 3.00, and AP/HRM 2600 3.00.</del></p> <p><b>Expanded:</b> AP/HRM 4495 3.00 is based on AK/ADMS 4495 3.00</p>	<p>Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long (max 100 characters including spaces): Managing Effective Groups and Teams</p> <p>Short (max 40 characters including spaces): Managing Teams</p> <p><b>Descriptions</b> <b>Brief</b> (max 60 words including spaces and punctuation): Experiential exercises and group projects are used to help students gain insights into managing groups. The students will leave the course with knowledge on how to select, appraise, motivate, and provide feedback to teams in organizational settings. Prerequisites: <b><u>66 credits including: AP/HRM 2600 3.00 and AP/ADMS 2400 3.00. For BCOM students ADMS 2400 only.</u></b></p> <p><b>Expanded:</b> AP/HRM 4495 3.00 is based on AK/ADMS 4495 3.00.</p>

<b>Current Course Information</b>	<b>Proposed Course Changes</b>
<p><b>Titles</b> Long: Advanced Law of Work and Policy  Short: Advanced Law of Work and Policy</p> <p><b>Descriptions</b> <b>Brief:</b> This seminar examines the laws that govern the performance of work in Canada and the policy debates that shape those laws both historically and in present day. It explores in greater depth legal concepts introduced to students in AP/HRM 3420 3.00 (Employment Law) and AP/HRM 3422 3.00 (Industrial Relations). It explores all three regimes of work law, including the Common Law of Employment, Regulatory Standards, and Collective Bargaining from a multi-disciplinary perspective. Students are challenged to critically examine the arguments that shape the development of work laws and to assess the effectiveness of those laws in achieving their policy objectives.</p> <p>Prerequisites: AP/HRM 3420 3.00 and AP/HRM 3422 3.00 with a grade of B.</p> <p><b>Expanded:</b> This advanced seminar explores in greater depth legal rules introduced in the prerequisite courses AP/HRM 3420 3.00 (Employment Law) and AP/HRM 3422 3.00 (Industrial Relations) and thereby is a capstone course for the legal and industrial relations area within the School of HRM. Each week, students explore a different legal rule in the law of work (minimum wage, equal pay, notice of termination of employment, discrimination in employment, etc) and the policy debates that shaped the form and content of those rules both historically and to the present day.</p>	<p>Example: <a href="#">Add this text</a> Example: <del>Delete this text</del></p> <p><b>Titles</b> Long: Advanced Law of Work and Policy  Short: Advanced Law of Work and Policy</p> <p><b>Descriptions</b> <b>Brief:</b> This seminar examines the laws that govern the performance of work in Canada and the policy debates that shape those laws both historically and in present day. It explores in greater depth legal concepts introduced to students in AP/HRM 3420 3.00 (Employment Law) and AP/HRM 3422 3.00 (Industrial Relations). It explores all three regimes of work law, including the Common Law of Employment, Regulatory Standards, and Collective Bargaining from a multi-disciplinary perspective. Students are challenged to critically examine the arguments that shape the development of work laws and to assess the effectiveness of those laws in achieving their policy objectives.</p> <p>Prerequisites: <a href="#">66 credits, including</a> AP/HRM 3420 3.00 and AP/HRM 3422 3.00 with a grade of B.</p> <p><b>Expanded:</b> This advanced seminar explores in greater depth legal rules introduced in the prerequisite courses AP/HRM 3420 3.00 (Employment Law) and AP/HRM 3422 3.00 (Industrial Relations) and thereby is a capstone course for the legal and industrial relations area within the School of HRM. Each week, students explore a different legal rule in the law of work (minimum wage, equal pay, notice of termination of employment, discrimination in employment, etc) and the policy debates that shaped the</p>

<p>Students will research central policy debates in the field of workplace governance over time and be challenged to think critically about those debates and the legal rules that emerge from them. The course adopts a multi-disciplinary approach, drawing on literature from economics, sociology, management, and history in addition to law. Students will research legislative debates, perform legal research, present legal arguments, and apply relevant laws through a mix of presentations, case studies, wiki pages and other exercises.</p> <p>Prerequisites: AP/HRM 3420 3.00 and AP/HRM 3422 3.00 with a grade of B.</p>	<p>form and content of those rules both historically and to the present day.</p> <p>Students will research central policy debates in the field of workplace governance over time and be challenged to think critically about those debates and the legal rules that emerge from them. The course adopts a multi-disciplinary approach, drawing on literature from economics, sociology, management, and history in addition to law. Students will research legislative debates, perform legal research, present legal arguments, and apply relevant laws through a mix of presentations, case studies, wiki pages and other exercises.</p> <p>Prerequisites: <a href="#">66 credits, including AP/HRM 3420 3.00 and AP/HRM 3422 3.00 with a grade of B.</a></p>
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# CHANGE TO EXISTING COURSE (CEC) PROPOSAL FORM

## Deadline

FWS 2022-2023 June 1, 2021

## Proposal Package

The proposal package must include the following:

- evidence of unit-level approval on the completed CEC form
- [Consultation form](#) (if applicable, such as when cross-listings are affected)

## Departmental Curriculum Approval

The Committee on Curriculum, Curricular Policy and Standards will only consider curriculum proposals that have received department-level curriculum approval.

<b>Name:</b> Jing Wang	<b>Position:</b> Undergraduate Program Director	<b>Date:</b> Apr 26, 2021
<b>Name:</b> Marie-Helene Budworth	<b>Position:</b> Interim Director, School of HRM	<b>Date:</b> Apr 26, 2021

## Contact Information

<b>Department:</b> School of Human Resource Management
<b>Unit Contact:</b> Marie-Helene Budworth
<b>Proponent's Name:</b> Marie-Helene Budworth <b>Proponent's Email:</b> budworth@yorku.ca

## Current Course Information (Originator)

<b>Rubric:</b> HRM	<b>Course No.:</b> 4460	<b>Credits:</b> 3.00
<b>Title:</b> Organizational Development		
<b>Cross-Listing:</b> AP/ADMS 4460		
<b>Is this a General Education course?</b> No		
<b>Change Effective Academic Session:</b> Fall		
<b>Change Effective Academic Year:</b> 2022		

## Type of Change

- course number / year-level   
  course description   
  credit value  
 [course credit exclusion\(s\)](#)   
  pre/co-requisite(s)   
  [cross-listing](#)  
 retire/expire course   
  format/delivery mode   
  course title  
 other (please specify): change course from major requirement to list of optional courses in Honours degree.

If the changes are to the year level or credit weight, explain how the course learning outcomes, evaluation methods, relevancy, and required readings will be revised to address the change.

HRM 4460 is currently offered at the 4th year-level. Moving the course to the 3<sup>rd</sup> year-level provides better access to students enrolled in the 90-credit ordinary degree. This is consistent with the strong application focus of the course.

The course will be moved from major requirements to the list of optional courses in the Honours degree from which students must acquire 12 credits. It will remain as a core course in the new Specialized Honours degree. It will also be included in the list of options for the Specialized Honours and Ordinary degrees.

Our intentions with this course are merely to change the year in which it is being offered. When making changes to our degree programs, we realized that 4460 is better suited as a 3rd year course moving forward. While some of the learning objectives change with this reordering, the text remains the same, and the main content from the course remains largely unchanged. Given that the change is almost entirely nominal, we have not sought out or included a revised library statement, evaluations, or a statement of what is different about the course.

If the change is to the format or delivery mode, explain how this will affect the course design, method of instruction, resources, and evaluation.

There will be no change to the format or delivery mode of the course.

## Academic Rationale

1. How does this change clarify requirements or options for students?
2. How does this change lend to program identity or coherence?
3. What is the role of the course in supporting students to achieve the program learning outcomes? (posted on the Faculty Council Curriculum Toolkit)
4. Update the course learning outcomes (required for changes in year level and substantive content)

•Prerequisites are adjusted to fit a 3000-level course, where students may have not yet achieved 66 credits.

•The cross-listing with ADMS will be removed. (See Addendum for rationale).

**•Course learning objectives**

1. To gain a broad understanding of the field of organization change management.
2. To introduce key approaches to implementing organizational change efforts and understand their associated challenges.
3. To nurture the capacity to act as an organizational “change agent”.

5. Which program learning outcomes does this course help students to achieve? (posted on the [Faculty Council Curriculum Toolkit](#))

This course develops the following program learning outcomes:

- 1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders;
- 1.3 Articulate both in writing and verbally the fundamental approaches to managing people at work;
- 1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes;
- 3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society;
- 3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations;
- 3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation. This course achieves the following program learning outcomes:
- 3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective;

## Description

Use the current course description from the repository. Denote additions in **bold, blue, underlined** type and deletions with a ~~strikethrough~~ in the left column.

<b>Current Course Information</b>	<b>Proposed Course Changes</b>
<p><b>Titles</b>                      Long: Organizational Development                      Short: Organizational Development</p> <p><b>Rubric/number:</b> HRM-4460</p> <p><b>Descriptions</b>  <b>Brief:</b> Examines the design and implementation of programs for employee development at various organizational levels. Emphasis is placed on the integration of theoretical and experiential knowledge and the development of intervention skills as aids to understanding and responding to change in organizations. Prerequisites: <del>For students in an Honours program, 78 credits including AP/ADMS 2400 3.00 and AP/HRM 2600 3.00 or for other students, a grade of C+ or better in AP/ADMS 2400 3.00 and AP/HRM 2600 3.00.</del></p> <p><b>Expanded:</b> AP/HRM 4460 3.00 is based on AK/ADMS 4460 3.00</p>	<p>Example: <b><u>Add this text</u></b>                      Example: <del>Delete this text</del></p> <p><b>Titles</b>                      Long (max 100 characters including spaces):                      Organizational Development                      Short (max 40 characters including spaces):                      Organizational Development</p> <p><b>Rubric/number:</b> <b><u>HRM 3460</u></b></p> <p><b>Descriptions</b>                      Examines the design and implementation of programs for employee development at various organizational levels. Emphasis is placed on the integration of theoretical and experiential knowledge and the development of intervention skills as aids to understanding and responding to change in organizations. Prerequisites: AP/HRM 2600 3.00 <b><u>and AP/ADMS 2400 3.00.</u></b></p> <p><b><u>Course Credit Exclusion: AP/HRM 4460.</u></b></p> <p><b>Expanded:</b> AP/HRM <b><u>3460</u></b> 3.00 is based on AK/ADMS 4460 3.00</p>

## Appendix H - Curriculum Map

Program Learning Outcomes. I = Introduces. D = Develops. A = Achieves	Courses	Fundamentals of HRM	Intro to HRM	OB	Human Capital Analytics	Occupational Health	Training & Development	Employment Law
Course	ADMS1500	1000	2600	2400	2420	3400	3410	3420
<b>1 Understanding and communicating the contribution of HR to business and the role of HR in society.</b>								
1.1 Demonstrate knowledge of the 'leading edge' evidence based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work		I	I	I		D	D	
1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders.	I	I	I	I		A	A	A
1.3 Articulate both in writing and verbally the fundamental approaches to managing people at work		I	I	I	D			D
1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.			I	I	D	A		D
<b>2. Critical thinking in the development of people and work.</b>								
2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts	I		I		A	A	D	D
2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation		I	I	I	D	A	D	D
<b>3. Addressing the needs of workers, employers, and society</b>								
3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.	I	I	I	I		A	A	
3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field			I	I	D		D	
3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.	I	I	I		D	A	A	A
3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective	I		I		D			D
3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.	I	I	I	I	D		D	A

Program Learning Outcomes. I = Introduces. D = Develops. A = Achieves	IR	HR Planning	Leadership	Equity, Diversity, & Inclusion	Recruitment & Selection	Compensation	Strategic HRM	Research Methods
Course	3422	3430	3440	3450	3470	3490	4410	4420
<b>1 Understanding and communicating the contribution of HR to business and the role of HR in society.</b>								
1.1 Demonstrate knowledge of the 'leading edge' evidence based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work	D	D		D	A	A	A	
1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders.	D			D	A	A	A	A
1.3 Articulate both in writing and verbally the fundamental approaches to managing people at work	D		D	D			A	A
1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.	D	A			A	A	A	A
<b>2. Critical thinking in the development of people and work.</b>								
2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts		D	D		A	A		A
2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation		D	A		A	A		A
<b>3. Addressing the needs of workers, employers, and society</b>								
3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.	D	D	A			D	A	D
3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field					A		D	A
3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.	D		D		A		A	
3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective	D	D	D			A	A	
3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.	D	D		A	D	D	A	A

Program Learning Outcomes. I = Introduces. D = Develops. A = Achieves	Career Mgt	Issues in HRM	Org Development (was 4460)	International HRM	Negotiations	Advanced Law	Cross-Cultural HRM	Org Communication
Course	4430	4440	3460	4470	4490	4500	4480	4481
<b>1 Understanding and communicating the contribution of HR to business and the role of HR in society.</b>								
1.1 Demonstrate knowledge of the 'leading edge' evidence based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work	D			A				
1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders.	D		D			A		A
1.3 Articulate both in writing and verbally the fundamental approaches to managing people at work	D		D					A
1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.			D	A	A		A	A
<b>2. Critical thinking in the development of people and work.</b>								
2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts	D			A	A	A		
2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation								
<b>3. Addressing the needs of workers, employers, and society</b>								
3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.	D		D	A	A		A	
3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field					A			
3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.			D	A		A	A	
3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective	D		A	A	A	A	A	A
3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.			D	A			A	

Program Learning Outcomes. I = Introduces. D = Develops. A = Achieves	Executive Coaching	Managing Teams	Advanced IR	Migrants, Work, & Society	Advanced Human Capital Analytics
Course	4485	4495	4050	4475	4425
<b>1 Understanding and communicating the contribution of HR to business and the role of HR in society.</b>					
1.1 Demonstrate knowledge of the 'leading edge' evidence based practices within HRM, and link these practices to a theoretical understanding of the relationship between individuals and work	A	D	A	A	A
1.2 Explain the implications of organizational policies on individual workers, teamwork and the overall organization, using theory and existing research, in order to communicate policy and practice recommendations to stakeholders.		A	A	A	A
1.3 Articulate both in writing and verbally the fundamental approaches to managing people at work		D	A	A	D
1.4 Develop HRM policies and practice recommendations that are consistent with organization strategy or intended workplace outcomes.		A	A	A	A
<b>2. Critical thinking in the development of people and work.</b>					
2.1 Evaluate the extent to which HRM practices achieve their stated purpose as described in cases or by using various course materials and apply these skills to 'live' examples within organizational contexts		A	A	A	A
2.2 Clearly differentiate between HRM practices that are informed by the science of HR and those that are not; make decisions regarding the application of HRM practices informed by knowledge of theory and methods of evaluation		D			A
<b>3. Addressing the needs of workers, employers, and society</b>					
3.1 Use theory to understand why people behave the way they do in the context of work and the implications of organizational policies on individual workers, teams, the overall organization, and society.	A	A			
3.2 Be able to read and use HRM research literature as a bridge between the science of HRM and the practice within the field	A				D
3.3 Demonstrate an understanding of how HR practices impact the individual in the workplace and how professional guidelines and ethical standards help to protect individuals in organizations.	A		A	A	A
3.4 Build a set of arguments in support of a decision or viewpoint. Anchor these arguments in a scholarly or academic perspective	A		A	A	A
3.5 Appreciate that our knowledge is highly context dependent and that complex environments require close consideration; students will know when to ask questions and have the skills to conduct additional research to understand the complexities of the situation.	A	A	A	A	D

Friday, May 24, 2019

Marcela Porporato,  
Undergraduate Program Director  
School of Administrative Studies

**FACULTY OF LIBERAL  
ARTS & PROFESSIONAL  
STUDIES**

**School of Human Resource  
Management**

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Dear Dr. Porporato:

As UPD for the School of Administrative Studies, I wanted to consult with you regarding proposed Curriculum Changes within the School of HRM. Your department has been generously offering a number of courses to our students for many years. We are grateful for your years of support. The main purpose of this program revision is to better align the program requirements with the current status of the field and the profession, as well as reduce the number of credits required for the BHRM degree. In doing so, we hope that students will have the ability to pursue Minor options. The changes that are relevant to your school concern the following:

1. Removing ADMS1000 “Introduction to Business” as required course from BHRM degree as well as from the HRM Minor and HRM Certificate programs (where applicable), and replacing it with a new HRM fundamentals course (number and full name to be determined). Consequently:
  - a) We request a modification to the prerequisites for ADMS2400 “Introduction to Organizational Behaviour”, which is a core BHRM course and a required course for the professional designation. The proposed prerequisite for BHRM students is the new HRM fundamentals course. We would kindly ask for your help with submitting a proposal to process this change.
  - b) We will be removing ADMS1000 as prerequisite requirements from all AP/HRM courses. We will be keeping AP/ADMS2400 as a prerequisite for HRM courses, thus allowing access to these courses for BCom students who wish to take them. See detailed table in item 6.
  - c) As per previous discussion, we understand that any rare requests from HRM students to take ADMS courses for which ADMS1000 is a prerequisite will be addressed on a case-by-case basis, as is normally done.
  
2. Removing the following two courses as required courses from the BHRM degree as well as from the HRM Minor and HRM Certificate programs (where applicable), and replacing them with a new Human Capital Data and Analytics course to meet the specific research methods fundamentals for the HRM programs:
  - ADMS 2320 - Quantitative Methods I
  - ADMS 3330 - Quantitative Methods II
  
3. Removing cross-listings between HRM/ADMS for all HRM courses, with the exception of HRM 4495 “Managing Effective Groups and Teams” and ADMS 4444 “Identity and Inclusivity in Organizations: Advanced Topics”, which are requirements in the BCom



Management stream. The bulk cross-listing was introduced at the time when the HRM rubric was introduced over 10 years ago, in part to ease the transition and is no longer needed. Consequently:

- a) We request that the BCom program calendar copy be amended to reflect these changes where relevant, specifically in the HR stream of the BCom honours.
  - b) We request that AP/HRM would be added as a choice rubric where open choice is currently provided (“*additional credits from AP/ADMS or AP/DEMS 3000 or 400 level courses*”), at least in the Management and HRM streams of the BCom honours and in the BCom ordinary degree specifications, if not in all places. This would maintain access to HRM courses for BCom students who wish to enhance the HR and management skills aspects of their studies. The proposed amendment: “*additional credits from AP/ADMS, AP/DEMS, or AP/HRM 3000 or 4000 level courses*”.
4. Removing the following courses from BHRM degree requirements as well as from the HRM Minor and HRM Certificate programs (where applicable), to better align course requirements with the learning outcomes of the HRM programs:
- ADMS 3120 - Gender Issues in Management (due to significant overlap with a range of HRM required courses)
  - ADMS 3930 - Management
  - ADMS 4010 - Organization and Administrative Theory
5. Changing the level of several HRM courses, to better align them within the program. These changes will mostly affect the listing of program requirements for the HRM stream of the BCom degree without any significant changes to the degree.
- a) From 2000-level to 1000-level: HRM2600
  - b) From 3000-level to 2000-level: HRM 3400 “Occupational Health and Safety”, HRM 3422 “Industrial Relations” and HRM 3410 “Training and Development” are currently 3rd year courses in SHRM and in your program. We plan to move them to the 2nd year level in our curriculum changes.
  - c) From 4000-level to 3000-level: HRM 4460 “Organizational Development”
6. We would like to inform you of the following changes to prerequisites in HRM courses:

<b>Course</b>	<b>Current Prerequisite</b>	<b>New Proposed Prerequisite</b>
HRM 2600 – Introduction to HRM	ADMS 1000	No prerequisites
ADMS 2400 – Organizational Behaviour	ADMS 1000	Add specific prerequisite for HRM students only)
HRM 3400 – Occupational Health and Safety	ADMS 1000 for BCom students only	No prerequisites (we propose to remove the current specific BCom prerequisite)
HRM 3410 – Training and Development	ADMS 1000, 2400 and HRM 2600	Prerequisite: HRM 2600 Co-requisite: ADMS 2400

HRM 3422 – Industrial Relations	ADMS 2400	No prerequisites
HRM 3440 – Leadership and Management Skills	ADMS 1000, ADMS 2400, HRM 2600	ADMS 2400, HRM 2600
HRM 3450 - Equity, Diversity and Inclusion in the Workplace	HRM 2600	ADMS 2400
HRM 4481 - Organizational Communication	ADMS 1000, ADMS 2400, HRM 2600	ADMS 2400, HRM 2600
HRM 4485 - Executive Coaching	ADMS 1000, HRM 2600	HRM 2600
HRM 4490 - Negotiations for Human Resource Management	ADMS 1000, ADMS 2400, HRM 2600	ADMS 2400, HRM 2600
HRM 4495 - Managing Effective Groups and Teams	ADMS 1000, ADMS 2400, HRM 2600	ADMS 2400, HRM 2600

If all goes according to plan, this change will take effect in the fall of 2020.

If you have any comments, feedback, or questions about these changes please do not hesitate to contact me. If you do not, I would appreciate a short email confirming receipt of this consultation.

Many thanks,  
Marie-Hélène, on behalf of the SHRM Curriculum Committee

Marie-Hélène Budworth  
Associate Professor  
School of Human Resource Management  
York University

Tuesday, March 16, 2021

Cristobal Sanchez-Rodriguez,  
Undergraduate Program Director  
School of Administrative Studies

Dear Dr. Sanchez-Rodriguez:

As the curriculum changes proposal within the School of HRM approaches the point of completion, we would like to consult with you, as UPD of the School of Administrative Studies, on revisions made to the proposal since the initial round of consultations in June 2019.

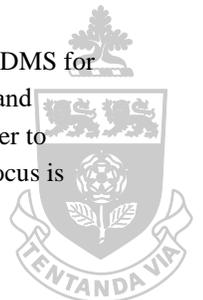
Along with this letter, we include the previous consultation as well as a copy of our proposal document to CCPS.

The purpose of our proposal, as it relates to the programs offered by the School of Administrative Studies, is to streamline the different offerings of HRM programs and realign the program with disciplinary content and expectations. In addition, we are introducing a BHRM Specialized Honours, while opening up the option for BHRM Honours students to add a minor to their degree.

The feedback from the previous consultation with the School of Administrative Studies was instrumental in improving the program change proposal. Specifically, we have revisited our plans for course level changes in a way that would allow BCom HRM stream students to maintain program level requirements. In addition, we have revised our new course proposal for HRM 2420 to address concerns in a way that provides BHRM students with disciplinary practices while taking into consideration the expert advice provided.

Summary of changes since the last consultation:

1. One of the main goals of the curriculum revisions is to allow BHRM Honours students the option of adding a minor from another discipline. Some of our students may wish to add minors offered by the School of Administrative Studies (Business minor, Marketing, DEM). Therefore, we wanted to consult with you specifically about the following items regarding the Business Minor:
  - a) *ADMS 1550 - Accounting for Non-Financial Managers*: As part of their degree, BHRM students complete *ADMS 1500 - An Introduction to Accounting for Human Resource Professionals*. The two courses are CCEs. Would BHRM students completing the Business Minor be able to substitute *ADMS 1550* with *ADMS 1500*?
  - b) *ADMS 1000* is not part of the Business Minor, however, it is a prerequisite for *ADMS 3920 New Venture and Small Business Management*. Since *ADMS 1000* will no longer be part of the BHRM degree, we wanted to consult on whether there would be a way for BHRM students to access *ADMS 3920* without it.
2. We previously notified SAS of our plan to remove cross-listings between HRM/ADMS for all HRM courses, with the exception of HRM 4495 “Managing Effective Groups and Teams”, as it is on a list of requirements in the BCom Management stream. In order to ensure BCom students are able to easily access HRM courses where the content focus is



directly related to Management, cross-listings between HRM/ADMS will be kept in the following courses:

HRM 3440 - Leadership and Management Skills  
HRM 3450 - Equity, Diversity & Inclusion in the Workplace  
HRM 4430 - Career Management  
HRM 4480 - Cross Cultural Management  
HRM 4481 - Organizational Communication  
HRM 4485 - Executive Coaching  
HRM 4490 - Negotiations for Human Resource Management  
HRM 4495 - Managing Effective Groups and Teams

3. Given the changes in cross-listing, we request that the following phrasing in the BCom program calendar copy for the Specialized Honours degree be amended to state:  
“\*Students in the human resources stream may substitute any 3000 level or above ADMS [or HRM] course in place of AP/ADMS 3530 3.00”.
4. We plan to modify the prerequisites for the following courses: HRM 3440, HRM 4481, HRM 4485, HRM 4490, HRM 4495, so that BCom students would require ADMS2400 only to access these courses.
5. We previously consulted on changing the year level of several HRM courses, to better align them within the program. Following earlier consultation feedback from ADMS and to ensure that the requirements for the HRM stream within BCom are not impacted, we have made the following revisions:
  - a) HRM 2600 will remain as a 2<sup>nd</sup> year course.
  - b) HRM 3400, HRM 3422 and HRM 3410 will remain as courses at the 3<sup>rd</sup> year level.
6. Thank you for modifying prerequisites of ADMS 2400 to require our new HRM 1000 for HRM students. During the initial transition period after the curriculum changes take effect, it would be helpful if SAS could continue allowing our students to enter the course with *either* ADMS 1000 *or* HRM 1000 until current cohorts have completed this requirement.

Many thanks,  
Marie-Hélène, on behalf of the SHRM Curriculum Committee

Marie-Hélène Budworth  
Associate Professor  
School of Human Resource Management  
York University



**FACULTY OF  
LIBERAL ARTS AND  
PROFESSIONAL  
STUDIES**

**School of  
Administrative  
Studies**

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F 416 123 4567  
sasupd@yorku.ca  
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Friday, April 23, 2021

Marie-Hélène Budworth  
Associate Professor  
School of Human Resource Management  
York University

Re: Consultation BHRM changes

Dear Dr. Marie-Hélène Budworth,

I write this letter on behalf of the School of Administrative Studies in response to the request for consultation related to the changes to the Bachelor of Human Resources Management outlined in the Major Modification Proposal circulated to the School of Administrative Studies by email on March 21. In general, the School has no concerns with the proposed changes as they appear to streamline the different offerings of HRM programs and realign the program with disciplinary content and expectations. In particular we value the efforts in the proposal to facilitate the access to minors for BHRM students and in particular the Business, Marketing or Disasters and Emergency minors.

Here are the responses to the "Summary of changes since the last consultation":

#1. a) Would BHRM students completing the Business Minor be able to substitute ADMS 1550 with ADMS 1500?

Response: Yes, we can offer a blanket waiver for HRM students should they want to add the business minor.

b) ADMS 1000 is not part of the Business Minor, however, it is a prerequisite for ADMS 3920.

In the short term, Business Minor students are being advised to choose ADMS 1000 to satisfy the "three additional credits in ADMS"

In the long term, the school contemplates the possibility of replacing "three additional credits in ADMS" with ADMS 1000.



#2 Removal of the cross listing HRM/ADMS courses

The School agrees with the removal for courses for which the nature of the course is essentially HRM. BCom HRM will still count HRM courses as part of the major.

The removal of the cross listing will however impact the accessibility of BCom students making them less attractive since HR courses which now will count towards their "18 credits outside the major".

#3 Given the changes in cross-listing, we request that the following phrasing in the BCom program calendar copy for the Specialized Honours degree be amended to state: "\*\*Students in the human resources stream may substitute any 3000 level or above ADMS [or HRM] course in place of AP/ADMS 3530 3.00".

Thank you for the suggestion. This will be an item that the School would discuss in the future. This sentence exists in the BCom HRM stream to allow students to take one additional HR course towards the CHRP designation. Other options are being considered by the School to satisfy this requirement while adding some finance in the BCom HR stream.

#4. Modify the prerequisites for the following courses: HRM 3440, HRM 4481, HRM 4485, HRM 4490, HRM 4495. The School has no comments and agrees with the proposed changes.

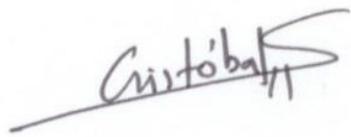
#5. Changing the year level of several HRM courses. The School has no comments and agrees with the proposed changes.

#6. Change of modifying prerequisites of ADMS 2400 to require our new HRM 1000 for HRM students. The School has no comments and agrees with the proposed changes.

#7. Removal of ADMS1000, ADMS2320 and ADMS3330 from the BHRM. The School has no comments and agrees with the proposed changes.

Thank you very much for the opportunity to provide feedback.

Sincerely,

A handwritten signature in black ink that reads "Cristobal" followed by a stylized flourish.

Cristobal Sanchez-Rodriguez, PhD  
Associate Professor  
Undergraduate Program Director  
School of Administrative Studies  
Faculty of Liberal Arts and Professional Studies  
York University

[sanchezc@yorku.ca](mailto:sanchezc@yorku.ca)

Tel. 416 736 2100 Ext 22893  
Atkinson Building, Room 282  
4700 Keele Street  
Toronto, Ontario M3J 1P3  
Canada

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
2. Provide consultee with a copy of the proposal
3. Include completed Curriculum Proposal Consultation Form with completed new course proposal package. In some cases, the CPC form is required for Change to Existing Course Proposal Forms (such as when cross-listed courses are affected).

**Date:** June 12, 2019

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

**Effective Session:** Fall    **Year:** 2022    **Faculty:** AP

**Program, Degree or Certificate Title:** Bachelor of Human Resources Management

**Stream (if applicable):** n/a

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

The School of Human Resource Management would like to notify the admissions office and the transfer credit office that we are currently in the process of preparing a submission for significant revisions to the BHRM program. In particular, These changes will involve restructuring the Honours degree so that students have fewer required courses within the Major and creating a new Specialized Honours degree. This will allow Honours BHRM students to take a Minor with their degree or to take advantage of the broad range of courses available as electives. We would be happy to share our complete plan with you as it moves through the approval process.

CPC- 1

Office of the Faculty Council, Feb. 2018

As part of our consultation, I would like to let you know that we are not proposing any changes to the admissions requirements.

The new Specialized Honours in HRM degree will have the same admission requirements as the Ordinary and Honours degrees. Admission criteria will remain as follows:

**BHRM Ordinary, BHRM Honours and new BHRM Specialized Honours degrees:**

- o Ontario Secondary School Diploma (OSSD)
- o ENG4U
- o 4U math
- o And four additional 4U or M courses

## Instructions for Consultee

1. Complete page 2
  2. Return completed consultation form to Department-Level Curriculum Representative
- 

**DATE:** June 12, 2019

**Department/School:** Admissions and Transfer Credit Office

**Representative's Name:** Andrew Wilson

**Representative's Role:** Assistant Director, Transfers and Transitions

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

Thanks for the notification. No red flags for my area; we'll reassess for the new courses once they exist/are offered.

# Curriculum Proposal Consultation Form

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**Date:** March 19, 2021

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> HRM	<b>Course No.:</b> 3400	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

March 22, 2021

Dear Dr. Van Dreumel,

Further to our initial consultation, we wanted to notify the School of Health Policy and Management that HRM 3400 Occupational Health and Safety will no longer be moving to the second-year level. It will remain as a third-year course, cross listed with HLST 3240. We are anticipating that the new curriculum will be introduced in Fall 2022.

We have included a record of our initial consultation as reference below.  
Thank you.

---

May 15, 2019  
Hello Dr. Schraa,

As UPD for the School of Health and Policy Management, I wanted to consult with you regarding proposed Curriculum Changes within the School of HRM. The change that is relevant to your school concerns HRM 3400, Occupational Health and Safety. This course is cross-listed as HLST 3240. It is currently a 3rd year course in SHRM and in your program. We plan to move it to the 2nd year level in our curriculum changes. It will, however, remain cross-listed as a 3rd year course (HLST 3240) within your program. If all goes according to plan, this change will take effect in the fall of 2020.

Thank you.

## Instructions for Consultee

1. Complete page 2
  2. Return completed consultation form to Department-Level Curriculum Representative
- 

**DATE:** May 21, 2019

**Department/School:** School of Health Policy and Management, Faculty of Health

**Representative's Name:** Ellen G. Schraa

**Representative's Role:** UPD

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

From: Lynda van Dreumel <lyndavd@yorku.ca>  
Subject: Re: Curriculum consultation - School of HRM  
Date: March 16, 2021 at 4:17:17 PM EDT  
To: Marie-Helene E Budworth <budworth@yorku.ca>  
Cc: Domenica Lam <dlam@yorku.ca>, Aleksandra Rokicka-Wiscicka <arw@yorku.ca>

Hello Marie-Helene,

Thank you. Confirming receipt.

take care,  
Lynda

Lynda van Dreumel (she/her) • Assistant Professor  
Undergraduate Program Director, School of Health Policy & Management

-----  
May 21, 2019

Hi Marie-Helene,  
Please accept this email as acknowledging these changes and having no concerns. Our School will consider if we should make any changes but regardless we are not opposed to your changes.  
Ellen

# Curriculum Proposal Consultation Form

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**Date:** February 22, 2021

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> HRM	<b>Course No.:</b> 3400	<b>Credits:</b> 3.00
<b>Rubric:</b> HRM	<b>Course No.:</b> 3440	<b>Credits:</b> 3.00
<b>Rubric:</b> HRM	<b>Course No.:</b> 2600	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

March 2021

Dear Dr. Kennedy,

Further to our initial consultation, we wanted to notify the Disaster and Emergency Management program of the following changes:

(1) HRM 3400 Occupational Health and Safety will no longer be moving to the second-year level. It will remain as a third-year course. As before, the course will have no prerequisites for BDEM students.

(2) As part of the program's 39 core credits, BDEM students can elect to take HRM 2600 or ADMS 2400. The prerequisite for HRM 2600 (ADMS 1000) will be removed. HRM 2600 will not have any prerequisites.

We have included a record of our initial consultation as reference below.

Thank you.

-----  
May 30, 2019

Hello Dr. Mamuji,

As Coordinator for the Bachelor of Disaster and Emergency Management program, I want to consult with you regarding proposed Curriculum Changes within the School of Human Resource Management. The change that is relevant to your department concerns HRM 3400, Occupational Health and Safety and HRM 3440, Leadership and Management Skills.

(1) HRM 3400 is currently a third-year course and will be moving to the second-year level in our new degree plan.

(2) We plan to remove ADMS 1000 as a prerequisite for HRM 3440. The course will keep the remaining two prerequisites of ADMS 2400 and HRM 2600.

If all goes according to plan, these changes will take place in the fall of 2020.

I would kindly ask that you include your feedback on this change by completing the fields on page 3 of this document. Thank you.

## Instructions for Consultee

1. Complete page 2
2. Return completed consultation form to Department-Level Curriculum Representative

**DATE:** June 3, 2019

**Department/School:** Disaster and Emergency Management, School of Administrative Studies

**Representative's Name:** Aaida Mamuji

**Representative's Role:** Coordinator - DEM

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

March 26, 2021

From: "Eric B. Kennedy" <ebk@yorku.ca>  
Date: March 26, 2021 at 5:33:36 PM EDT  
To: Marie-Helene E Budworth <budworth@yorku.ca>  
Subject: Re: Consultation on curriculum changes in SHRM  
Hi Marie-Hélène,

Thank you for reaching out with this consultation - much appreciated.

All looks good from my end. I assume that this is switching the coding from what was ADMS 2600 to now being labeled as HRM 2600? If so, just notify us when this is officially processed, as we'll need to make a minor change to update that on this end.

I assume there will be a process to ensure that BDEM students have easy access to these courses, since they're listed within our program? I just want to ensure that students aren't running into roadblocks, unfavourable casing, etc when attempting to enrol.

Thanks so much and all the best with the proposal.

Eric

CPC- 1

Office of the Faculty Council, Feb. 2018

June 3, 2019

The proposed changes will not have a significant impact on BDEM course offerings. Both HRM 3400 and HRM 3440 appear as non-DEMS courses in our appendix list of course options, and the changes will be reflected there accordingly. Please inform me once the changes have officially been made. Thank you for consulting.

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

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**Date:** March 19, 2021

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> HRM	<b>Course No.:</b> 2600	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

March 2021

Dear Dr. Magee,

Further to our initial consultation, we wanted to notify the School of Public Policy and Administration that HRM 2600, Introduction to HRM, will remain as a second-year course. The course will not have any prerequisites.

We have included a record of our initial consultation as reference below.

CPC- 1

Office of the Faculty Council, Feb. 2018

Thank you.

-----  
May 24, 2019  
Hello Joanne,

I hope you are well.

As UPD for the BPA, I wanted to consult with you regarding proposed Curriculum Changes within the School of HRM. The change that is relevant to your program concerns HRM 2600, Introduction to HRM. This is currently a second-year course and will be moving to the first year in our new degree plan. We also plan to drop ADMS 1000 as a prerequisite for this course. The first year Introduction to HRM will not have any prerequisites. The content of the course will not change.

Thank you.  
mh, on behalf of the SHRM Curriculum Committee

## Instructions for Consultee

1. Complete page 2
2. Return completed consultation form to Department-Level Curriculum Representative

**DATE:** May 27, 2019

**Department/School:** School of Public Policy and Administration

**Representative's Name:** Joanne Magee

**Representative's Role:** UPD

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

March 2021

From: Joanne E Magee <jmagee@yorku.ca>  
Subject: RE: Curriculum consultation - SHRM  
Date: March 16, 2021 at 5:19:44 PM EDT  
To: Marie-Helene E Budworth <budworth@yorku.ca>  
Cc: Alena Kimakova <akimakov@yorku.ca>

Thanks, Marie-Helene. I confirm receipt. We are very happy that the course number has not changed.

-----  
May 2019

Dear Marie-Helene,

The School of Public Policy and Administration has no problem with this change but we would appreciate it if you would let us know

- the new course number and
- when the change is going forward

so we might revise our BPA degree requirements accordingly at the same time.

Thank you,  
Joanne Magee

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

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**Date:** March 19, 2021

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> HRM	<b>Course No.:</b> 2600	<b>Credits:</b> 3.00
<b>Rubric:</b> HRM	<b>Course No.:</b> 3400	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

March 2021

Dear Dr. Noordeh,

Further to our initial consultation, we wanted to notify the IEP Program of revised changes to several HRM courses required for the IEP HR Certificate. Our understanding is that the

certificate is not being offered in the FW 2020-2021 session, however these changes would be relevant for future offerings of the certificate.

(1) HRM 2600, Introduction to HRM, will remain as a second-year course. The course will not have any prerequisites.

(2) HRM 3400, Occupational Health & Safety, will remain a third-year course.

Below, we have included our initial consultation from 2019.

Thank you.

-----  
May 24, 2019

I am contacting you regarding Curriculum Changes within the School of HRM. The changes that are relevant to your program concern HRM 2600 (Introduction to HRM), and HRM 3400 (Occupational Health & Safety). (1) HRM 2600 is currently a second year course and will be moving to the first year in our new degree plan. We also plan to drop ADMS 1000 as a prerequisite for this course. The first year Introduction to HRM will not have any prerequisites. The content of the course will not change. (2) HRM 3400 will be moving to the 2nd year level.

If all goes according to plan, these changes will take place in the fall of 2020.

If you have any comments, feedback, or questions about this change please do not hesitate to contact me. If you do not, I would appreciate a short note confirming receipt of this consultation.

Many thanks.

## Instructions for Consultee

1. Complete page 2
2. Return completed consultation form to Department-Level Curriculum Representative

**DATE:** May 26, 2019

**Department/School:** Bridging Program for Internationally Educated Professionals (IEPs)

**Representative's Name:** Art Noordeh

**Representative's Role:** Director

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

From: Art Noordeh <anoordeh@yorku.ca>  
Subject: RE: Curriculum consultation - SHRM  
Date: March 16, 2021 at 4:14:59 PM EDT  
To: Marie-Helene E Budworth <budworth@yorku.ca>

Hi Marie-Helene.

Thanks for sending me the Curriculum Proposal Consultation Form...good news for the IEP-HRM certificate!

Unfortunately, we didn't get government funding for HRM certificate but some students who enrolled in the management stream of ADMS took HRM courses. Hopefully, we can meet and catchup after returning to normalcy.

All the best,  
Art

-----  
May 26, 2019

Thank you for reaching out re the changes to HRM 2600 and HRM 3400. As far as the IEP program is concerned, the changes are perfectly fine.

Best wishes,  
Art

# Curriculum Proposal Consultation Form

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**Date:** March 19, 2021

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Rubric:</b> HRM	<b>Course No.:</b> 2600	<b>Credits:</b> 3.00
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

March 2021

Dear Dr. Yang,

Further to our initial consultation, we wanted to notify the BCom-ITEC Program that HRM 2600 - Introduction to HRM, will remain as a second-year course. The course will not have any prerequisites.

We have included a record of our initial consultation as reference below.

Thank you.

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May 24, 2019  
Hello Dr. Chen,

I wanted to consult with you regarding proposed Curriculum Changes within the School of HRM. The change that is relevant to ITEC concerns HRM 2600, Introduction to HRM – an elective course for your Specialized Honours program. This is currently a second-year course and will be moving to the first year in our new degree plan. We also plan to drop ADMS 1000 as a prerequisite. The first year Introduction to HRM will not have any prerequisites. The content of the course will not change.

Many thanks,  
mh, on behalf of the SHRM Curriculum Committee

## Instructions for Consultee

1. Complete page 2
  2. Return completed consultation form to Department-Level Curriculum Representative
- 

**DATE:** May 24, 2019

**Department/School:** School of Information Technology

**Representative's Name:** Stephen Y Chen

**Representative's Role:** Undergraduate Program Director

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

March 2021

From: Zijiang Yang <zyang@yorku.ca>  
Date: March 18, 2021 at 3:36:29 PM EDT  
To: Marie-Helene Budworth <mariebudworth@me.com>  
Subject: RE: Consultation - curriculum in SHRM

Hello Marie-Hélène:

The reversal back to the status quo of HRM 2600 - Introduction to HRM does not pose any problem from our perspective.

Thank you.

Zijiang

-----

May 24, 2019

Hi Marie-Hélène,

The described changes pose no problems from our perspective.

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
2. Provide consultee with a copy of the proposal
3. Include completed Curriculum Proposal Consultation Form with completed new course proposal package. In some cases, the CPC form is required for Change to Existing Course Proposal Forms (such as when cross-listed courses are affected).

**Date:** March 19, 2021

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> HRM	<b>Course No.:</b> 3400	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

March 2021

Dear Dr. Fanelli and Dr. Baxter,

Further to our initial consultation, we wanted to notify the Work and Labour Studies Program that HRM 3400 Occupational Health and Safety will no longer be moving to the second-year level. It will remain as a third-year course.

We have included a record of our initial consultation as reference below.

Thank you.

-----  
May 15, 2019

Hello Dr. Fanelli and Dr. Peacock,

As UPD of Social Science and Program Coordinator for WKLS, I would like to consult with you regarding proposed Curriculum Changes within the School of HRM. The change that is relevant to your program concerns HRM 3400, Occupational Health and Safety. This course is on a list of electives available to your students. In our proposed degree changes, we plan to move 3400 to the 2nd year level. The curriculum for the course itself will remain the same. We feel students are adequately prepared to take this course earlier in the degree path. If all goes according to plan, this change will take effect in the fall of 2020.

Thank you.

## Instructions for Consultee

1. Complete page 2
2. Return completed consultation form to Department-Level Curriculum Representative

**DATE:** May 15, 2019

**Department/School:** Department of Social Science

**Representative's Name:** Mark S. Peacock

**Representative's Role** UPD

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

March 2021

From: Carlo Fanelli <fanelli@yorku.ca>  
Subject: Re: Consultation - curriculum in SHRM  
Date: March 17, 2021 at 3:34:57 PM EDT  
To: Marie-Helene Budworth <mariebudworth@me.com>, Paul J Baxter <pjbaxter@yorku.ca>

Dear Dr. Budworth,

Thank you for the update. That is, of course, fine with us.

Very best wishes,  
Carlo

Carlo Fanelli, PhD  
Assistant Professor and Coordinator, Work and Labour Studies Program,  
Department of Social Science  
Graduate Program in Sociology, Faculty of Liberal Arts & Professional Studies  
Editor, Alternate Routes: A Journal of Critical Social Research  
Twitter: @carlofanelli

-----  
May 2019

Dear Marie-Helene,

The Department of Social Science has no objection to your proposed change. The WKLS curriculum is currently undergoing review, so if the programme decides that it would like to keep Occupational Health and Safety as an elective at the 2000 level, we will be in touch with you sometime in the future. Thank you for notifying us about this change.

Best regards,  
Mark

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
2. Provide consultee with a copy of the proposal
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**Date:** May 30, 2019

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2020	<b>Faculty:</b> HH
<b>Rubric:</b> PSYC	<b>Course No.:</b> 1010	<b>Credits:</b> 6.00
<b>Rubric:</b> PSYC	<b>Course No.:</b> 3410	<b>Credits:</b> 3.00
<b>Rubric:</b> PSYC	<b>Course No.:</b> 3570	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

Hello Dr. Fergus,  
As UPD for the Psychology program, I want to consult with you regarding proposed Curriculum Changes within the School of Human Resource Management. The change that is relevant to your department concerns PSYC 1010 and to a lesser extent PSYC 3410 and PSYC 3570.

Your department has been teaching PSYC 1010 to BHRM students as a degree requirement for many years. For this, we are grateful. At present, our aim is to reduce the number of required credits within the BHRM program so that students can take a wider range of courses, and add Minor options to their degree programs. In order to do this, we plan on removing PSYC 1010 as a required element within our program. We feel this is appropriate today as we have grown as a faculty group, deepening our strength to teach the core underlying foundations of HRM where psychology is a key element. Principles of psychology can now be found within our HRM specific courses in ways that directly relate to our curriculum.

Second, we plan to remove PSYC 3410, Educational Psychology from our list of electives, as well as PSYC 3570, Organizational Psychology, which is currently included as a substitute course for ADMS 2400, Organizational Behaviour. We have found that not many BHRM students have opted for these options in the past. The most recent offering of 3410 and 3570 was in fall of 2017 and they do not appear to be scheduled for the upcoming fall-winter 2019-2020.

If all goes according to plan, these changes will take place in the fall of 2020.

I would kindly ask that you include your feedback on this change by completing the fields on page 3 of this document. Thank you.

## Instructions for Consultee

1. Complete page 2
2. Return completed consultation form to Department-Level Curriculum Representative

**DATE:** June 3, 2019

**Department/School:** Department of Psychology

**Representative's Name:** Karen Fergus and Joel Goldberg

**Representative's Role** (e.g. Chair, UPD, Curriculum Designate, etc.): **UPD and Chair of Psychology respectively**

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

1. Does your academic unit support the proposed curriculum initiative?
2. In your opinion, is a course credit exclusion or cross-listing required?
3. Is there potential for curricular overlap with current offerings?
4. Do you have any recommendations?

1) Thank you for informing us of the School of Human Resource Management's plan to remove PSYC 1010 6.0 as a required course for your Bachelor's Degree of Human Resource Management. We appreciate your rationale that psychology content deemed most relevant to HRM is considered to be covered sufficiently by your core HRM courses. We disagree, however, with this decision based on the important contribution that the broader discipline of psychology offers with respect to training in the field of human resources, as well as based on the potential value that having psychology courses embedded in the York HRM curriculum would have to future employers.

That York's HRM program specifically includes formal courses in psychology sets it apart from some sister university and college competitors in Ontario. Our understanding is that future employers are known to strongly value formal psychology training in their HR hiring decisions, and will consider more favourably those applicants with psychology coursework. As you are aware, like it or not, the new SMA-3 funding framework considers employability as one of the 10 key metrics for university funding, and in our view, the decision for the School of HRM to remove formal psychology courses from its training program may possibly reduce your students' employability because it removes from transcripts a unique feature of the York University HRM program of study.

Further, we would like it on record, that we feel strongly that the elimination of PSYC 1010 from your students' required courses would deny those HRM students who do not

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Office of the Faculty Council, Feb. 2018

choose to take PSYC 1010 as an elective, from obtaining a broad education in the basic foundational principles and practices of psychological science.

In our view, employers who value formal education in psychology from their HR professionals recognize that a comprehensive grounding in the discipline of psychology (including how such knowledge is acquired through the application of the scientific method) would inform, contextualize and better equip HRM students in the critical application of psychological theory to HRM situations.

Finally, notwithstanding your School's additional plan to remove PSYC 3410 and PSYC 3570 from your list of electives, for those BHRM students wishing to deepen their education in psychology and take these or any other psychology courses, they would have to successfully complete PSYC 1010 prior to taking any other courses offered through the Department of Psychology.

- 2) Yes there is sufficient curricular overlap between AP/ADMS 2400 3.0 and PSYC 3570 3.0 justifying retaining it as a CCE in our view.
- 3) Yes there is the potential for overlap as per #2
- 4) We recommend that PSYC 1010 be retained as a course listed in the BHRM program electives.

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
2. Provide consultee with a copy of the proposal
3. Include completed Curriculum Proposal Consultation Form with completed new course proposal package. In some cases, the CPC form is required for Change to Existing Course Proposal Forms (such as when cross-listed courses are affected).

**Date:** May 30, 2019

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> SOCI	<b>Course No.:</b> 1010	<b>Credits:</b> 6.00
<b>Rubric:</b> SOCI	<b>Course No.:</b> 3680	<b>Credits:</b> 6.00
<b>Rubric:</b> SOCI	<b>Course No.:</b> 3615	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

Dear Dr. Davidson,  
 As UPD for the sociology department, I want to consult with you regarding proposed Curriculum Changes within the School of Human Resource Management. The change that is relevant to your department concerns SOCI 1010 and to a lesser extent SOCI 3680 and SOCI 3615.

Your department has been teaching SOCI 1010 to BHRM students as a degree requirement for many years. For this, we are grateful. At present, our aim is to reduce the number of required credits within the BHRM program so that students can take a wider range of courses, and add Minor options to their degree programs. In order to do this, we plan on removing SOCI 1010 as a required element within our program. We have spoken with your department about removing SOCI 1010 many times and have received general support for the idea. We feel this is appropriate today as we have grown as a faculty group, deepening our strength to teach the core underlying foundations of HRM where sociology is a key element. Principles of sociology can now be found within our HRM specific courses in ways that directly relate to our curriculum.

Second, we plan to remove SOCI 3680, Racism in Canada, and SOCI 3615, Sociology of Occupations & Professions, from our list of electives. Both of these courses have been retired from your program.

If all goes according to plan, these changes will take place in the fall of 2020.

I would kindly ask that you include your feedback on this change by completing the fields on page 3 of this document. Thank you.

## Instructions for Consultee

1. Complete page 2
2. Return completed consultation form to Department-Level Curriculum Representative

**DATE:** June 3, 2019

**Department/School:** SOCI

**Representative's Name:** Deborah Davidson

**Representative's Role** (e.g. Chair, UPD, Curriculum Designate, etc.): **UPD**

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

1. Does your academic unit support the proposed curriculum initiative?

We support removal of 3680 6.0 and 3615 3.0 *only*, as these courses have been removed from our program.

We are respectful of the fact that HRM recognizes the value of sociology to their program. We have seen the literature noting the integral relationship between sociology and HRM, especially the rigor of sociology, including methodology and the critical theoretical skill set that we, *as trained sociologists*, offer all of our students.

**We do not support removal of 1010 6.0, Introduction to Sociology.**

Above, it is noted that: [1] "We have spoken with your department about removing SOCI 1010 many times and have received general support for the idea."

Re #1: After consultation with UPDs over the past 15+ years, any discussion that might have transpired was not in support of removal of 1010. Having been UPD for the past 3 years, I have never been consulted on this.

It is also noted that: [2] "We feel this is appropriate today as we have grown as a faculty group, deepening our strength to teach the core underlying foundations of HRM where sociology is a key element. Principles of sociology can now be found within our HRM specific courses in ways that directly relate to our curriculum."

Re #2: We are concerned that HRM considers their own faculty to be able to add principles of sociology, as key elements to HRM, to their courses, while faculty in our program are PhD trained sociologists. York University is the third largest university in Canada, and LA&PS's

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Office of the Faculty Council, Feb. 2018

largest faculty. One would expect that a program that considers sociology to be a “key element” to the underlying foundations of HRM to make appropriate, credible use of the *sociology program in its own faculty*. Sociology, like HRM, is a scholarly discipline taught by trained scholars *in the subject area*. We would not assume to teach HRM. We are willing, however, enter into discussion with HRM about a specific Principles of Sociology service course taught within our program by trained scholars of sociology.

2. In your opinion, is a course credit exclusion or cross-listing required? **Not as HRM has indicated above.**
3. Is there potential for curricular overlap with current offerings? **Please see #1 above.**
4. Do you have any recommendations? **Please see #1 above.**

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
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**Date:** May 24, 2019

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Rubric:</b> HRM	<b>Course No.:</b> 3450	<b>Credits:</b> 3.00
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

Hello Darryl and Mark,

I am contacting you regarding planned curriculum changes that are relevant to the BUSO program. In our current efforts to update the curriculum in the BHRM degree, we have examined the prerequisites for all of our courses to ensure that they are appropriate. HRM 3450, Equity, Diversity, and Inclusion, is on a list of options for BUSO students. We plan to change the prerequisite for this course from HRM 2600 to ADMS 2400, Organizational Behaviour. If all goes according to plan, these changes will take place in the fall of 2020.

I would kindly ask that you include your feedback on this change by completing the fields on page 3 of this document. Thank you.

## Instructions for Consultee

1. Complete page 2
  2. Return completed consultation form to Department-Level Curriculum Representative
- 

**DATE:** May 24, 2019

**Department/School:** Dept of Social Science, Business and Society Program

**Representative's Name:** Mark S. Peacock and Darryl Reed

**Representative's Role:** Undergraduate Program Director and Program Coordinator (BUSO)

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

Dear Marie-Hélène,  
I think this change is fine, as it makes very little difference to BUSO students what the prerequisite is.

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
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**Date:** May 15, 2019

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> ECON	<b>Course No.:</b> 3240	<b>Credits:</b> 3.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

Hello Dr. Colby,  
 As UPD for the Economics department, I want to consult with you regarding proposed Curriculum Changes within the School of HRM. The change that is relevant to your school concerns ECON 3240, Labour Economics. Your department has been generously teaching this course for our students for many years. In fact, as you know, you mount special sections of this course for HRM where the prerequisites are not required. We are grateful for your years of support.

At this point, we plan to remove ECON 3240 as a required course for the BHRM program. One of our key aims is to reduce the number of credits required for the BHRM degree. In doing so, we hope that students will have the ability to pursue courses and Minor options. In this way, we hope that you will see our students in your courses as part of the introductory program and perhaps in advanced electives. If all goes according to plan, this change will take effect in the fall of 2020.

We would be grateful if you could continue to offer the two BHRM-specific sections of ECON 3240 for the Fall-Winter 2020-2021 session, and for the following year or so, to set aside seats in ECON 1000 for our students. Hopefully we will get most students through in the first year of the change and then we can allow substitutions to 1000 for those that still require the ECON course.

I would kindly ask that you include your feedback on this change by completing the fields on page 3 of this document. Thank you.

## Instructions for Consultee

1. Complete page 2
  2. Return completed consultation form to Department-Level Curriculum Representative
- 

**DATE:** May 16, 2019

**Department/School:** Department of Economics

**Representative's Name:** Gordana Colby

**Representative's Role:** UPD

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

Hi Dr. Budworth,  
Thank you for letting us know about the proposed curriculum change. We understand and support your reasons for removing the course. The department feels that Econ 1000 is probably a better fit for HRM students and we are hoping you can recommend Econ 1000 to your students as a possible elective moving forward.

Just a point of clarification - assuming all goes to plan and the change takes effect Fall 2020, then those students admitted in FW20-21 will no longer require Econ 3240. What about those students who were admitted prior to that? Will they still be required to take Econ 3240 or will you be accepting substitutions? We just want to have an idea of how long we will need to continue to offer the course for planning purposes.

Best regards,  
Gordana

# Curriculum Proposal Consultation Form

## Instructions for Department-Level Curriculum Representative

Consultation should originate through the unit's Chair/Director, UPD and/or Curriculum Unit-Designate.

1. Complete page 1
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**Date:** May 31, 2019

**Department/School:** School of Human Resource Management

**Representative's Name:** Marie-Helene Budworth

**Representative's Role:** Curriculum Committee Chair

## Curriculum Information (Originator)

<b>Effective Session:</b> Fall	<b>Year:</b> 2022	<b>Faculty:</b> AP
<b>Rubric:</b> MIST	<b>Course No.:</b> 3580	<b>Credits:</b> 6.00
<b>Rubric:</b> MIST	<b>Course No.:</b> 3680	<b>Credits:</b> 6.00
<b>Program, Degree or Certificate Title:</b> Bachelor of Human Resources Management		
<b>Stream (if applicable):</b> n/a		

## Proposal

**Briefly describe what is being proposed:** e.g. A new cross-listing is being proposed between AP/EN 4009 6.00 (existing course) and AP/CLTR 4009 6.00 (new cross-listing).

Hello Dr. Visano,  
 As UPD for the Department of Equity Studies, I want to consult with you regarding proposed Curriculum Changes within the School of Human Resource Management. The change that is relevant to your department concerns MIST 3580, Ethnic Communities in Canada and MIST 3680, Racism in Canada.

At present, our aim is to reduce the number of required credits within the BHRM program so that students can take a wider range of courses, and add Minor options to their degree programs. In order to do this, we plan on removing MIST 3580 and MIST 3680 from our list of electives. Both of these courses have not been offered since 2015-2016 and 2014-2015, respectively.

If all goes according to plan, these changes will take place in the fall of 2020.

I would kindly ask that you include your feedback on this change by completing the fields on page 3 of this document. Thank you.

## Instructions for Consultee

1. Complete page 2
  2. Return completed consultation form to Department-Level Curriculum Representative
- 

**DATE:** June 7, 2019

**Department/School:** Equity Studies

**Representative's Name:** L. Visano

**Representative's Role** (e.g. Chair, UPD, Curriculum Designate, etc.):UPD

## Curriculum Proposal Feedback

Please consider the following questions when writing your feedback:

1. Does your academic unit support the proposed curriculum initiative?

DES supports the initiative and proposed changes.

2. In your opinion, is a course credit exclusion or cross-listing required? No

3. Is there potential for curricular overlap with current offerings? No

4. Do you have any recommendations? I support the change and applaud the curricular changes.

October 1, 2021

FACULTY OF  
LIBERAL ARTS &  
PROFESSIONAL STUDIES

Marie-Helene Budworth  
School of Human Resource Management  
York University  
Atkinson College, 150 L

Email: [budworth@yorku.ca](mailto:budworth@yorku.ca)

Office of the Dean

Dear Professor Budworth:

S900 ROSS BLDG.  
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T 416 736 5220  
F 416 736 5750  
[laps.yorku.ca](mailto:laps.yorku.ca)

**Re: Decanal Support for the Major Modification to Human Resource Management**

I am pleased to provide you with a letter of support for the Human Resource Management Major Modification Proposal, which includes the proposals to add a specialized honours in the existing undergraduate program in Human Resource Management as well as to change the existing major, minor, and professional certificate options.

In response to the most recent cyclical program review in 2016, you are proposing to streamline the undergraduate degree program to allow for increased flexibility for students in pursuing the study of human resource management. The proposed reduction of the honours program core from 81 to 66 credits includes the replacement of some interdependent courses originated by other academic units with an HRM-focused course as befits the evolution of the program from its inception in the School of Administrative Studies. The proposed specialized honours now offers students the option of increased focus in the discipline of human resources management with an 81-credit core. These proposed changes will lend coherence to the program, provide principled choice, and is a valid strategy to enhance students' first-year experience. The introduction of AP/HRM 1000 3.00 across the degree options and professional certificate therefore aligns to the University Academic Plan, 2020-25 priorities to "continually reinvent our programs to address emerging issues and labour market needs that call for new pedagogical approaches and cross-disciplinary thinking" and to "offer a wide range of credentials and flexible delivery options..." These changes also align to the Faculty of Liberal Arts & Professional Studies Academic Plan, 2021-26, specifically to the principle of promoting and supporting "curricular and pedagogical innovation across all units and levels of study, with particular attention to the first-year experience..."

In terms of resources, I note that you are proposing to create three new courses, which will not require extensive new resources to implement or deliver because, as you have stated in the proposal, these courses will not require the hiring of new faculty to teach them. I acknowledge that the School intends to participate in the typical faculty complement planning process, but that outside of that expectation, there are no resources requested to support the major modification proposal.



In short, I support fully the Major Modification to Human Resource Management Proposal.

Sincerely,

A handwritten signature in blue ink, appearing to read "J.J. McMurtry". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

J.J. McMurtry  
Dean  
Faculty of Liberal Arts & Professional Studies