

**YORK UNIVERSITY**

**Final Assessment Report – Executive  
Summary**

**Human Resource Management,  
Undergraduate (BHRM) and Graduate  
(MHRM & PhD)**

**Faculty of Liberal Arts & Professional Studies**

**Cyclical Program Review – 2015 to 2021**

This Final Assessment Report (FAR) provides a synthesis of the cyclical review of the programs listed below.

**Program(s) Reviewed:**

BHRM  
Professional Certificate in HRM  
MHRM  
PhD

**Reviewers appointed by the Vice-Provost Academic:**

Dr. Vishwanath Baba, Professor, DeGroot School of Business, McMaster University  
Dr. Deborah McPhee, Chair and Professor, Goodman School of Business, Brock University  
Dr. Nirupama Agrawal, Professor, School of Administrative Studies, York University,

**Cyclical Program Review Key Milestones:**

Cyclical Program Review launch: September 16, 2020  
Self-study submitted to Vice-Provost Academic: May 6, 2022  
Date of the Site Visit: June 22-23, 2022  
Review Report received: June 28, 2022  
Program Response received: August 29, 2022  
Dean's Response received: October 17, 2022

Implementation Plan and FAR received by Joint Sub-Committee on Quality Assurance, June 2023.



Submitted by Lyndon Martin, Vice-Provost Academic, York University

This review was conducted under the York University Quality Assurance Protocol, August 2020

## **SITE VISIT: June 22-23, 2022**

The site visit consisted of a series of virtual meetings with the following individuals and groups:

- Vice Provost Academic Lyndon Martin
- Dean of Graduate Studies Thomas Loebel
- Dean of LA&PS JJ McMurtry
- Vice-Dean Programs Sean Kheraj
- Associate Dean Teaching & Learning Anita Lam
- Associate Dean Research & Graduate Studies Ravi de Costa
- Director, School of Human Resources Management Marie-Hélène Budworth
- Undergraduate Program Director Mary Jo Ducharme
- Graduate Program Director Jelena Zikic
- Full-time faculty members
- Adjunct faculty members
- Undergraduate and graduate students
- York Libraries Associate Dean, Research & Open Scholarship Jack Leong and Digital Scholarship Librarian Kris Joseph

## **OUTCOME:**

The Joint Sub-Committee on Quality Assurance received the Program and Decanal responses to the recommendations and has approved an implementation plan.

A report on the progress of the initiatives undertaken in response to recommendations in general and as specified in the implementation plan will be provided in the Follow-up Report which will be due 18 months after the review of this report by the York University Joint Sub-Committee on Quality Assurance (in March 2025).

The next Cyclical Program Review will begin in the Fall of 2028 with a site visit expected in the Fall of 2029 or Winter of 2030.

## **PROGRAM DESCRIPTION AND STRENGTHS:**

The School of Human Resource Management (SHRM) offers programs at both the undergraduate and graduate levels, including the Bachelor of Human Resources Management (launched in 2001), the Master of Human Resources Management (launched in 2004), and the PhD in HRM (launched in 2006). In addition, the School offers the Professional Certificate in Human Resources Management, established in 2007, which may be taken alongside another degree at York or by students not pursuing a degree at York.

The Bachelor of Human Resource Management (BHRM) is aligned with the requirements for the designation of Certified Human Resources Professional (CHRP).

The program also recognizes HRM as an interdisciplinary study with roots in industrial relations, law, management, economics, sociology and psychology, and the program's core curriculum is comprehensive across these areas. Both a 90-credit and Honours degree are available to students.

The Master of Human Resources Management (MHRM) provides HRM professionals with the skills and credentials necessary to advance to more senior-level roles in an "executive-style" offering. Students explore issues such as organizational change and development, strategic compensation and the overall impact of strategic human resources on employee outcomes and organizational performance. It is only one of two MHRM degrees in Canada.

The PhD in Human Resources Management has a strong academic and research focus, emphasizing both qualitative and quantitative approaches. The PhD curriculum is in alignment with most HRM doctoral programs in North America. The reviewers note that most doctoral students are already publishing their research in high quality journals, and they indicate that the guaranteed five-year doctoral program funding allows student to pursue cutting-edge research without being rushed.

The reviewers state in their report that the School's curriculum is well crafted and covers the state of the art in human resources management. They also noted the experiential components of the program, including cases, internships, and the sharing of lived experience of both students and faculty, along with guest lectures by human resources professionals. They write, "The students are equipped with a competent platform to learn from their employment experiences and acquire confidence in the practice of their profession."

The reviewers suggest that the School has the capacity to be more influential in the professional and academic communities it serves and that it should consider developing a unique brand, an exercise that involves "embedding it in all its programs and propagating it among the students, graduates, employers and the larger community."

The reviewers conclude that the three programs reviewed are viable, strong, and make unique contributions to the human resources management space. They offer the following recommendations in the spirit of continuous quality improvement and strategic growth of the School.

## IMPLEMENTATION PLAN

The chart below lays out the implementation plan approved by the Joint Sub-Committee at its meeting in June 2023.

	Recommendation	Action	Responsible for Follow-up	Timeline
1.	That tutorials be introduced in the BHRM courses.	The School and the Office of the Dean of LA&PS should meet to develop an implementation plan for tutorials in lower-level HRM courses, starting with HRM 1000.	SHRM Director; SHRM UPD; Associate Dean, Programs; Director, Strategic Enrolment Management	Launch tutorials for HRM1000 in Fall 2024, with plan in place for additional tutorials to follow.
2.	That the School explore innovative delivery modes in light of the experience gained during the pandemic.	That the School investigate extending flexible online offerings to graduate programs.	SHRM Director; SHRM GPD; Associate Dean, Research and Graduate Studies; Director of Strategic Enrolment Management	Offer first online courses in graduate programs in Fall 2024.
3.	That PhD students be given the option to engage in research for course credits.	The School should consider how doctoral students might conduct research in the summers between course work.	SHRM GPD	Plans to be reviewed in Fall 2023 with implementation for Fall 2024.
4.	That the SHRM consider developing a Doctorate in Business Administration (DBA).	The School should continue to explore this innovative professional program option.	SHRM Director; SHRM GPD; School; Dean's Office	Ongoing

5.	That a strategy for undergraduate enrolment be finalized.	The School should meet with senior staff in the Dean's Office regarding enrolment and recruitment data, and to discuss potential recruitment strategies.	SHRM Director and UPD; Associate Dean, Programs	Discussion to take place in Summer and Fall 2023; strategy in place for 2024-25 recruitment cycle.
6.	That admissions requirements for the MHRM be clarified and each class have a balanced diversity of experience.	The School should continue its review of admission practices and propose any necessary changes.	SHRM GPD	Proposal to come forward in Fall 2023.
7.	That a good cohort of qualified PhD candidates be sought out from a broad array of programs.	The graduate program should work with the senior staff of the Dean's Office on recruitment tactics.	SHRM GPD; Associate Dean Research and Graduate Studies; Dean's Office	Discussions to take place in Summer and Fall 2023.
8.	Explore funding and experiential education options for international students.	The School should engage with the LA&PS Experiential Education Office about options for students and ways to increase participation.	SHRM Director; UPD; Associate Director, Experiential Education	Discussion to take place in Summer and Fall 2023.
9.	That the number of academic advisors be increased.	The School should engage with the Associate Dean Students in LA&PS regarding advising and the Career Education and Development unit in the Division of Students.	SHRM Director; UPD; GPD	Discussion to take place in Summer and Fall 2023.
10.	Ensure adequate staff training.	Staffing, as well as the timing of turnover, is strongly	n/a	n/a

		impacted by collective agreements.		
11.	That faculty utilize the librarians, including in class.	The School should invite librarians into the new undergraduate introductory course.	SHRM Director; course director for HRM1000.	Fall 2022 - completed
12.	That better communication be offered to students about internship and career opportunities offered by the University.	The School and the Associate Director for Experiential Education should further engage on matters related to internships and other experiential education options.	SHRM Director; UPD; Internship Coordinator; Associate Director, Experiential Education	Discussions to be held in Summer and Fall 2023.
13	Enhance participation in relevant case competitions.	The School should work with the Experiential Education Office in LA&PS to plan enhanced participation.	SHRM Director; UPD; Internship Coordinator, Associate Director, Experiential Education	Plans to be developed in Summer and Fall 2023.
14	That a policy for supervision management for PhD students be developed.	The program should review and formalize its expectations and normal practices for supervision, publishing these so that students are fully informed.	GPD, Graduate Executive	Policy ready for orientation in Fall 2023.
15	That dedicated workspace be provided for PhD students.	The Dean's Office is currently making investments in space.	Dean's Office, LA&PS	Review of the SHRM situation in Summer or Fall 2023.

16	That the process for faculty recruitment begin, with depth in programing and breadth in research in mind.	The School should continue with its hiring of two positions approved for July 2023.	SHRM Director; Associate Dean, Faculty Affairs; Dean	New appointments in place for July 2023 or as soon as possible.
17	That training be provided for faculty and staff who undertake leadership and management roles in the School.	That the School continue the development of training and onboarding processes for new academic leaders.	Leadership team in SHRM	Processes established by end of Fall 2023.
18	That part-time faculty members be better integrated into the School.	The School should continue to plan for enhanced integration of part-time faculty into the School.	Leadership team in SHRM	Plan established by the end of Fall 2023 and actions underway in Winter 2024.
19	That mechanisms for substantive communication between the School leadership, faculty members, students and alumni be established.	The School should develop plans for communication, with the support of the Director of Communications in LA&PS, as well as with insights from other units.	Leadership team in SHRM; Dean's Office	Initial discussions in Summer and Fall 2023; Ongoing
20	That faculty in SHRM be encouraged to be involved in Faculty and University activities.	Where appropriate, colleagues will be encouraged to continue to participate in University activities.	Leadership team in SHRM; Dean's Office	Ongoing



21	That employment data on graduates of programs in SHRM be gathered.	SHRM should consult with colleagues in the Office of Institutional Planning and Analysis in gathering this data.	SHRM Director; Associate Dean, Programs; OIPA	Planning with OIPA to take place in Summer and Fall 2023.
22	That placement and salary statistics for alumni of all programs be collected.	<i>See response to recommendation 21.</i>	<i>See response to recommendation 21.</i>	<i>See response to recommendation 21.</i>
23	That employment data be used to make strategic adjustments to curriculum and student activities.	Continue to use available data to make decisions and seek additional data as outlined in recommendations 21 and 22 above.	Leadership Team in SHRM	Ongoing
24	That the idea of a Human Resources Institute be explored.	The School should bring forward a clear proposal once ready.	SRHM Development Committee	Ongoing; implementation contingent on governance and resourcing
25	That SHRM explore global collaboration opportunities.	The School should work with the Associate Dean for Global & Community Engagement to discuss opportunities for internationalization.	SHRM leadership; Associate Dean, Global & Community Engagement	Longer-term initiative given the current capacity in the School; Ongoing
26	That a branding exercise be undertaken for the School.	That the School consider branding in its strategic planning activities.	SHRM leadership	Discussions to take place throughout 2023-2024.