

**Human Resources Management, Faculty of Liberal Arts and
 Professional Studies**

BHRM, MHRM, PhD

Cyclical Program Review – 2006 - 2014

Final Assessment Report and Implementation Plan

Reported to Joint-Committee on Quality Assurance: June 6, 2016

Program Description

The School of Human Resource Management (hereinafter called SHRM) was established in 2009 as a unit within the Faculty of Liberal Arts and Professional Studies. The Bachelor of Human Resource Management (BHRM) and the Master of Human Resource Management (MHRM) degrees were previously administered through the School of Administrative Studies, with human resource management (hereinafter called HRM) as one concentration. The BHRM degree was launched in 2001, the MHRM in 2004, and the PhD in HRM in 2006. The School also offers a number of undergraduate certificates.

The SHRM aims to be the leader in HRM education and research globally. The programs are comprehensive in that they include a Certificate, Bachelor, Master and PhD in HRM. The courses within the programs are unique, varied and relevant to individuals who are pursuing a career in HRM, and taught by research-active and “real-world” savvy faculty members.

Program	Accepts 2013	Enrolment FTES 2014	Degrees Awarded 2013
BHRM	326	730	72 (Hons) 116 (90 credit)
Certificates			59
MHRM	42	32	26
PhD	4	11	3

Reviewers appointed by the Vice-Provost Academic:

Dr. Victor Catano, St. Mary’s University, Nova Scotia
 Dr. Rick D. Hackett, McMaster University, Hamilton, Ontario
 Dr. Art Noordeh, York University



Site Visit: June 9 and 10, 2015

The reviewers met with Alice Pitt, Vice-Provost Academic, Barbara Crow, Dean and AVP Graduate Studies, Vice-Dean, Kim Michasiw, Director, Marie-Hélène Budworth, Graduate Program Director, Mary Jo Ducharme, Undergraduate Program Director, Christopher Chan and former Director, Professor Parbudyal Singh. The reviewers had the opportunity to eat lunch with a group of undergraduate students on one day and a group of PhD students on the second day. In addition, the reviewers met with members of the School Curriculum Committee.

Outcome: The Joint-Committee on Quality Assurance concluded that the Decanal response adequately addressed the review recommendations. Progress on the recommendations will be included in the Follow-up Report due December 2017.

Strengths:

- Faculty members are “exceptionally well qualified” to offer the Human Resources programs and are actively involved in research.
- The Undergraduate program is well established and enjoys healthy applications and conversion rates.
- The Master’s program attracts large numbers of highly qualified applicants.
- Strengths of the master’s-level program include: accommodation of working professionals through its executive-style design and delivery; breadth and depth of the topics covered in course offerings; flexibility for students to complete a Major Research Paper (MRP) in lieu of two optional courses;
- Doctoral students have a strong publishing record and good success with grant applications.

Opportunities for Enhancement:

- Improvements to student space, executive style classrooms, technology enhanced teaching rooms would enhance the program.
- Students are not satisfied with the current internship program; the review report provides ideas for developing experiential opportunities, some of which will benefit from program’s ties to industry and its alumni.
- Data on employment after graduation would support program planning and marketing.
- Undergraduate curriculum could be revised to reduce the number of required Human Resources courses for the major, thus allowing students some flexibility to explore and perhaps include a minor area of study; an introductory course should be developed.

- Overlapping program options within the School of Administrative Studies should be eliminated.
- Potential enhancements for the MHRM include the creation of a performance/talent management course and consideration of a joint MHRM/Law degree.
- At the Doctoral level, intake should be increased to ensure viable classes; international student funding options should be reviewed.
- Relationships between the School of Human Resources Management and the larger Faculty and university should be strengthened.

Implementation Plan (selected)

Curriculum revisions for the undergraduate program, including a reduction of the credit-weight of the major, the creation of a minor and the creation of a 1000-level introductory level course, will be explored during the FW15-16 year with some approvals being completed in time for the Fall 2017 (at the latest) cohort of students. A proposal for a minor has been developed, and it will likely seek Senate approval in March. With support from the LAPS Experiential Education Coordinator and the Career Centre, increasing the practical experience of students in the Human Resources program will be an ongoing initiative. The phasing out of the Human Resources stream in the Bachelor of Administrative Studies will require a longer time line for implementation as will matters related to admission average increases.

The Dean's Office will help to facilitate through the Office of Faculty Affairs in those matters involving increased linkages between faculty in SHRM and the greater university.

Many of the reviewer recommendations related to the Master's program are internal matters, and the Dean's Office will support the School's efforts where feasible. A research masters-level program is not considered feasible at this time; the Dean's Office supports exploring the feasibility of collaboration with Osgoode Law School. Increasing enrolment at the doctoral level requires in order to make the program viable requires a pan University discussion of the funding of international students. The Dean's Office is committed to actively participate in those discussions, which are underway.

Alice J. Pitt
Vice-Provost Academic
York University