

# human resources management



MHRM, PhD  
Faculty of Graduate Studies  
2009 - 2010

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# about the program

## **Master of Human Resources Management (MHRM)**

The executive master's degree in Human Resources Management (MHRM) is designed to provide professional human resources management specialists with the skills and credentials to assume senior-level appointments. Offered on a full-time or part-time basis, the MHRM was developed for the busy professional from a broad range of backgrounds.

Pedagogical activities incorporate a wide range of teaching and learning methodologies such as lectures, case studies, simulations, seminars and supervised independent research. Students explore issues such as organizational change, training and development, labour relations, strategic staffing, compensation, international HR management, research methods, and the impact of HR policies, practices and programs on employee and organizational performance. MHRM students derive the benefits of being taught by a cadre of internationally recognized professors whose teaching and research expertise was acquired from top universities in Australia, New Zealand, Singapore, China, the U.S., UK, Europe and Canada.

Students may complete the program on a full-time basis (within four academic terms) or a part-time basis (within eight academic terms).

## **PhD in Human Resources Management**

Our PhD in HRM is distinguished by its diverse methodological approaches to research and emphasis on pedagogical training. Graduates of our program will acquire sophisticated skills in academic scholarship, and possess the competencies required to teach at the post-secondary level.

You'll explore issues like organizational change and development, labour relations, strategic compensation, and international HR. Courses will prepare you to contribute to the growth of HRM as a discipline, by acknowledging its interdisciplinary foundations and the variety of international approaches to research in this field.

Learn more about this program at [www.atkinson.yorku.ca/mhrm](http://www.atkinson.yorku.ca/mhrm) or [www.atkinson.yorku.ca/phdhrm](http://www.atkinson.yorku.ca/phdhrm)

# research & innovation

Faculty teaching in York's Graduate Program in Human Resources Management program conduct cutting-edge research, addressing critical issues that have implications for our Canadian economy and society. Areas of strengths include: professional expatriate and immigrants in Canada, aboriginal populations and careers, the effects of HRM on firm performance, and demographic and gender issues. They also disseminate their research in respected journals and conferences in Canada and globally.

**Kenneth McBey**, PhD (Schulich School of Business, York)

*Director, Graduate Program in Human Resources Management*

Turnover and withdrawal processes, human resources planning, part-time and voluntary work, leadership and management, group dynamics, culture, and pedagogical processes.

**Monica Belcourt**, PhD (Schulich School of Business, York)

The impact of HRM policies, practices, and processes on organizational growth and effectiveness.

**Marie-Hélène Budworth**, PhD (Rotman School of Management, Toronto)

Training and development; employee motivation; diversity management; career management; performance appraisals.

**Ron Burke**, PhD (University of Michigan), Professor Emeritus

The relationship between the work environment and the individual's overall well-being.

**Christopher Chan**, PhD (Murdoch University, Australia)

Organizational learning and HRM; team learning and organizational performance; emotional intelligence.

**You-Ta Chuang**, PhD (Rotman School of Management, Toronto)

Organizational learning both at micro- and macro- levels; knowledge creation; knowledge transfer within and between organizations; institutional change; competitive dynamics; and, diversity management.

**Mary-Jo Ducharme**, PhD (University of Guelph)

Compensation, gender differences in pay expectations, and executive coaching.

**Souha Ezzedeen**, PhD (George Washington University, USA)

Work-life balance, careers, gender issues, group dynamics etc.

**Tony Fang**, PhD (University of Toronto)

Employment patterns of non-standard workers; effects of minimum wages on youth employment; pension plans; HRM and information technology.

**Len Karakowsky**, PhD (Rotman School of Management, Toronto)

The management of organizational change, team building, managing workforce diversity, and organizational ethics.

**Steve McKenna**, PhD (University of Warwick, England)

HRM Undergraduate Coordinator  
Management learning and development; globally mobile professionals; the education of HRM and consulting professionals; and qualitative methods in HRM research.

**Julia Richardson**, PhD (University of Otago, New Zealand)

Career management, international mobility/expatriate management, international recruitment and selection, qualitative research methods -including the use of software in qualitative data analysis.

**Parbudyal Singh**, PhD (DeGroote School of Business, McMaster University)

*PhD Coordinator*

Strategic compensation and reward systems, as well as the effects of changing aspects of the business environment, such as free trade and demographics, on HRM practices and industrial relations.

**Jelena Zikic**, PhD (Rotman School of Management, University of Toronto)

Career Transitions and Coping, Career Self-Management, Unemployment, Cross-cultural studies and Diversity Management

Learn more about the research interests of this program's faculty and students at [www.atkinson.yorku.ca/mhrm](http://www.atkinson.yorku.ca/mhrm) or [www.atkinson.yorku.ca/phdhrm](http://www.atkinson.yorku.ca/phdhrm)



# admission requirements

## **Master of Human Resources Management (MHRM)**

Applicants must have an undergraduate honours\* (i.e. four-year) degree from a recognized university, with a minimum B+ average in the last two years of study and must demonstrate solid HRM foundation background that prepares them for advanced studies. This can be demonstrated through acquired education (such as the certificate in human resources management or equivalent).

Preference is given to applicants with an undergraduate honours degree in human resources management, business/commerce, administrative studies, psychology, labour studies, or sociology.

## **PhD in Human Resources Management**

The admissions process for the PhD in HRM program at York is competitive. The program is open to graduates of recognized universities with a master's degree in HRM or in a related field, with a minimum B+ average. Candidates must demonstrate the capacity to undertake advanced study in the field.

All applicants must provide a statement of research interests and three letters of reference. They must also attend an interview. When physical distance poses a problem, interviews will be conducted via York's teleconferencing facilities.

Please visit [www.yorku.ca/graduatestudents](http://www.yorku.ca/graduatestudents) for further details on the admissions requirements for this program.

*\*Applicants who have completed a three-year undergraduate degree, numerous HRM courses, and have HR work experience at a senior level may also be considered.*



# degree requirements

## **Master of Human Resources Management (MHRM)**

Candidates for the Master of Human Resources Management (MHRM) by coursework must successfully complete the following eight courses:

### **Core/Required Courses**

HRM 6100: Staffing Organizations

The recruitment, selection, and socialization of staff in the legal, ethical and economic context of North America.

HRM 6200: Employee Training and Development

Identifying, implementing and evaluating employee development as a mechanism for enhancing individual and organizational effectiveness.

HRM 6300: Strategic Compensation

Attracting, retaining and motivating staff through compensation mechanisms and strategies.

HRM 6400: Organizational Change and Development

Integrating organizational theory and practice to facilitate the adaptation to environmental influences.

HRM 6500: Human Resources Management Effectiveness

Integrating HR policies and processes into overall business strategy and the bottom line.

HRM 6600: Research, Measurement and Evaluation of Human Resources

Understanding research and measurement concepts in the context of HR in organizations.

### **Elective Courses:**

HRM 6700: Labour Relations

This course uses contemporary Canadian labour relations case materials to examine the place of human and civil rights, freedoms, values and institutions in workplace governance, interpersonal relations and conflict resolution.

HRM 6800: Global Mindsets and People Management

This course considers four themes: the internationalization of business activity; the changing notion of the 'expatriate'; the institutional contexts in which people management takes place; the concept of global mindsets and leaders.

HRM 6900: Issues in Human Resources Management

This course will conduct an in-depth analysis of a selected contemporary issue in human resources management. Possible issues may include careers; HR planning; cross-cultural leadership; health and safety; and work-life balance.



## **PhD in Human Resources Management**

Students enrolled in the PhD in HRM are required to complete the following:

- Year 1: HRM 6500 HRM Effectiveness (Fall)  
HRM 7020 Quantitative Research Methods (Fall)  
HRM 7040 Univariate Statistics (Winter)  
HRM 7110 HRM Research Seminar 1 (Winter)
- Year 2: HRM 7030 Teaching Learning & Pedagogical Processes (Fall)  
HRM 7010 Qualitative Research Methods (Fall)  
HRM 7050 Multivariate Statistics (Winter)  
HRM 7120 HRM Research Seminar 2 (Winter)
- Year 3: Comprehensive Examination  
Preparation of Dissertation Proposal  
Commence Dissertation
- Year 4: Dissertation

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# apply now

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or contact Graduate Admissions at 416 736 5000.

# contact information

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To contact Graduate Admissions or apply online please visit  
[www.yorku.ca/graduatestudents](http://www.yorku.ca/graduatestudents) or call 416 736 5000



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