SCHOOL OF HUMAN RESOURCE MANAGEMENT

GRADUATE PROGRAMS

Executive Masters of HRM

PhD in HRM

CANADA’S LEADER IN HRM EDUCATION
Welcome to the School of Human Resource Management at York University

Dedicated to human resource management education, the School of HRM offers comprehensive and unique HRM-focused programs.

We have the largest undergraduate program in Canada, and offer both an Executive Masters in HRM and a PhD in HRM. Our programs provide a bridge between science and practice.

At the School of HRM, you’ll further develop your business and HRM knowledge while strengthening your analytical and problem solving skills.

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Why pursue your Executive Masters at the School of HRM?

**Targeted and convenient.** The School of Human Resource Management’s unique Executive Masters degree in HRM is designed specifically to meet the needs of busy professionals from a broad range of backgrounds. Classes convene outside of traditional work hours. Each course is taught in an intensive format, offered over four full-day sessions (Fridays, Saturdays, or Sundays).

**Internationally recognized faculty.** MHRM students will learn from a team of internationally recognized HR scholars. Our faculty share their teaching and research expertise acquired from top universities in Australia, Canada, China, Europe, Singapore, the United Kingdom, and the United States.

**Collaborative.** As a student of the MHRM program, you will be exposed to state-of-the-art HRM teaching by our faculty while working shoulder-to-shoulder with other HR executives from Canada and abroad.

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

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**Learning at the School of HRM**

Classroom activities incorporate a wide range of teaching and learning methodologies, such as:

- Lectures
- Case studies
- Simulations
- Seminars
- Independent & team practical research projects

Our program includes innovative HR curriculum. MHRM students will explore:

- Strategic HRM
- Organizational change
- Training and development
- Strategic staffing
- Compensation
- International HRM
- Research methods

Students can explore electives such as:

- Career management
- Work-life balance
- Negotiations
- Labour and employment law
Executive MHRM program journey

The Executive MHRM program at the School of HRM allows for part-time or full-time study options

<table>
<thead>
<tr>
<th>STRUCTURE</th>
<th>FULL TIME</th>
<th>PART TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>COURSE LOAD</td>
<td>• 2 courses per term</td>
<td>• 1 course per term</td>
</tr>
<tr>
<td></td>
<td>• up to 3 terms per year</td>
<td>• up to 3 terms per year</td>
</tr>
<tr>
<td>DURATION</td>
<td>Approx. 1.5 years</td>
<td>Approx. 2.5 years</td>
</tr>
<tr>
<td>OPTION 1</td>
<td>8 courses in total are required for completion</td>
<td></td>
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<tr>
<td></td>
<td>• 6 core courses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 2 elective courses</td>
<td></td>
</tr>
<tr>
<td>OPTION 2</td>
<td>• 6 core required courses</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Major Research Paper (MRP)</td>
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MHRM career outcomes

• The MHRM degree equips graduates with new tools, knowledge, skills, and professional and academic credentials to advance their careers.

• MHRM alumni have advanced into jobs with greater responsibility and compensation.

• Our alumni network of HRM professionals serves as an invaluable resource for professional connections and career growth.

Arman Zareyan

MHRM, 2012

Human Capital Consultant
Deloitte

Pursuing an MHRM over an MBA is a decision I wouldn’t change. An MHRM provided me with a unique skill set, gave me sought-after credentials, and set me apart from my peers graduating from other programs. I learned from a remarkable faculty, who continue to support me. The MHRM fortified my expertise in the workplace, and connected me with a strong network that led to my most recent career opportunity.
## Admission

### MHRM Minimum Requirements

<table>
<thead>
<tr>
<th>Category</th>
<th>Requirements</th>
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</thead>
<tbody>
<tr>
<td><strong>Academic</strong></td>
<td>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. Preference is given to applicants with an undergraduate honours degree in human resource management, business/commerce, administrative studies, psychology, labour studies, or sociology.</td>
</tr>
<tr>
<td><strong>Professional experience</strong></td>
<td>Applicants must demonstrate a solid practical HRM background or relevant work experience that prepares them for advanced studies.</td>
</tr>
<tr>
<td><strong>Motivation &amp; suitability</strong> for graduate work in HR</td>
<td>Applicants are assessed through online application, resume, professional references.</td>
</tr>
<tr>
<td><strong>English proficiency</strong></td>
<td>Foreign students are required to demonstrate their English proficiency by meeting the minimal standards on either the York English Language Test (YELT), the Test of English as a Foreign Language (TOEFL), and/or the International English Language Testing Service (IELTS). For additional admissions information for international students, please visit: <a href="http://gradstudies.yorku.ca/prospective-students/international-students/">http://gradstudies.yorku.ca/prospective-students/international-students/</a></td>
</tr>
</tbody>
</table>

For program fees and funding, please visit: [http://gradstudies.yorku.ca/current-students/student-finances/funding-awards/](http://gradstudies.yorku.ca/current-students/student-finances/funding-awards/)

* 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 for admission.

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Melanie Laflamme  
MHRM, 2011

Senior Vice President  
Human Resources and Organizational Development  
YMCA

The program equipped me with valuable knowledge of HR’s role in strategy, which enabled me as a senior executive to contribute to the strategic direction of our organization.
Why join the PhD program at the School of HRM?

**Impactful.** The PhD program in Human Resource Management at the School of HRM is designed to prepare future academics who wish to conduct impactful research and teach at major research-oriented institutions. Our students are exposed to major theories, research methods, and work-related and organizational literature.

**Engaging.** You will study in a vibrant and intellectually stimulating environment designed for those wishing to develop the skills necessary for a successful academic career.

**Customized.** As a PhD student you will work closely with faculty who share your research interests, are working on similar areas of research, or can provide a new perspective. Our diverse faculty members in HRM are well known for their research and scholarly insights on a wide range of topics.

Life in the PhD program:

- Study in small classes (seminars) and form close working relationships with other students and faculty
- Engage in rigorous scholarly training to develop high-quality research skills
- Experience leading-edge research training
- Participate at academic conferences that provide opportunities for doctoral students to share ideas and to network
- Receive the academic guidance necessary to successfully complete the program in a timely manner.
Your academic future begins here…

The SHRM PhD program is designed to provide our graduates with the necessary training to become successful researchers and educators at any major educational institution around the world.

Our program is designed to provide students with first-hand experience in:

• Co-authoring with SHRM faculty
• Designing and conducting independent research studies
• Producing and publishing independent research
• Presenting at academic conferences & developing networks of professional relationships
• Teaching our diverse and vibrant student body

Our graduates

In an increasingly complex global economy, our PhD graduates are ideally equipped to think through the challenges of people management and contemporary business.

Our PhD graduates are an extremely diverse group of scholars from many cultures and backgrounds, and are sought after by universities, government, and industry worldwide.

86% of our graduates in the last 3 years obtained reputable tenure track academic positions in Canada, the United States, and Europe.
# The PhD program journey

<table>
<thead>
<tr>
<th>YEARS 1 &amp; 2</th>
<th>Course Work</th>
<th>Study in small classes (seminars) and form close working relationships with faculty.</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Teaching Experience</td>
<td>Engage in required teaching assistant work.</td>
</tr>
<tr>
<td></td>
<td>Ongoing Research Experience</td>
<td>Participate in writing/research and preparation for publication of manuscripts (i.e., your own course work and collaborations with faculty members/colleagues).</td>
</tr>
<tr>
<td></td>
<td>Summer RA-ships</td>
<td>Work closely with faculty members on their research projects.</td>
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<tr>
<td>YEAR 2 SUMMER</td>
<td>Summer</td>
<td>Write comprehensive exams.</td>
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<tr>
<td>YEARS 3 to 5</td>
<td>Dissertation Proposal Year 3</td>
<td>Work on dissertation proposal preparation and defense.</td>
</tr>
<tr>
<td></td>
<td>Dissertation Work/Data Collection and Defense Years 4 – 5</td>
<td>Participate in writing/research and preparation of manuscripts for publication.</td>
</tr>
<tr>
<td></td>
<td>Experience</td>
<td>Engage in teaching assistant work and obtain some independent teaching experience.</td>
</tr>
<tr>
<td></td>
<td>Teaching Experience</td>
<td>Engage in ongoing research.</td>
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</tbody>
</table>
Jennifer A. Harrison
PhD, 2015
Assistant Professor
NEOMA Business School

The five years spent in the program were well worth it in terms of both my personal and professional growth. I was given the encouragement and autonomy to develop my own research program. At the same time, professional, financial, and social resources were made available—resources that I believe are essential to the successful completion and quality of a PhD degree.

### PhD Minimum Requirements

#### Academic

- The program is open to graduates with a minimum B+ average, with a degree in HRM or a related field.

- Candidates must demonstrate the capability to undertake research in the field.

#### Motivation & Suitability for Graduate Work in HR

- Applicants are assessed through online application, essays, resume, professional references, and interview.

### Other Supporting Documents

- All applicants must provide a statement of research interests and three letters of recommendation.

- Foreign students are required to demonstrate their English proficiency by meeting the minimal standards on either the Test of English as a Foreign Language (TOEFL), the Test of York English Language Testing (YELT), or the International English Language Testing System (IELTS).

- Foreign students must have a master's degree from recognized universities.

- Degree can be in HRM or a related field.

- The program is open to graduates with a minimum B+ average.

- Candidates must demonstrate the capability to undertake research in the field.
Marie-Hélène Budworth

Research/Teaching Expertise: Learning, motivation, and negotiations

Degrees:
PhD Rotman School of Management, The University of Toronto (Organizational Behaviour and Human Resource Management)
MED Ontario Institute for Studies in Education, University of Toronto (Counselling Psychology)
HBSc McMaster University (Biology & Psychology)

Christopher Chan

Research/Teaching Expertise: Cross cultural management, international human resource management, and applied statistics

Degrees:
BCom Murdoch University, Australia
MBus University of Notre Dame Australia
PhD Murdoch University, Australia

Sabrina Deutsch Salamon

Research/Teaching Expertise: Organizational behaviour, organizational trust, citizenship, deviant behaviours, and group processes

Degrees:
PhD Sauder School of Business, University of British Columbia (Organizational Behavior)
MA Hebrew University of Jerusalem, Israel (Economics & Business Administration)
BA Hebrew University of Jerusalem, Israel (Economics & Business Administration)

David Doorey

Research/Teaching Expertise: Labour and employment law, industrial relations, corporate social responsibility, and legal theory

Degrees:
PhD Osgoode Hall Law School
LLM London School of Economics and Political Science
MIR University of Toronto
JD Osgoode Hall Law School
BA University of Toronto

Soosan D. Latham

Research/Teaching Expertise: Cross cultural leadership and qualitative research methodologies

Degrees:
PhD University of Toronto
MBA Iran Center for Management Studies (ICMS)
BA Damavand College, Iran

Lindie H. Liang

Research/Teaching Expertise: Leadership, self-regulation, emotions, and workplace aggression

Degrees:
PhD University of Waterloo (Psychology)
MA University of Waterloo (Psychology)
HBSc University of Toronto (Psychology, Linguistics, Spanish)

Kenneth J. McBey

Research/Teaching Expertise: Leadership, staffing organizations, and disaster & emergency management

Degrees:
PhD Schulich School of Business, York University
MA Schulich School of Business, York University
BEd University of Toronto
BA University of Toronto (Hons. Political Economy)

Parbudyal Singh

Research/Teaching Expertise: Compensation and strategic human resource management

Degrees:
PhD Degroote School of Business, McMaster University
MBA Odette School of Business, University of Windsor
BA University of Guyana

Jing Wang

Research/Teaching Expertise: Human resources and labour

Degrees:
PhD University of Toronto
MILR Cornell University
BA Peking University

Christa Wilkin

Research/Teaching Expertise: Contingent workforce, work-life policies, and employment equity

Degrees:
PhD McMaster University (Organizational Behaviour and Human Resources)
MA McMaster University (Work and Society, Labour Studies)
BCom Ryerson University (Human Resources, Law)
BDipl Seneca College (Management)

Jelena Zikic

Research/Teaching Expertise: Career management & transitions, professional identity, diversity, communication, and strategic HRM

Degrees:
PhD Rotman School of Business, University of Toronto
MSc London School of Economics, UK
BSc University of Toronto (Psychology & Italian language)
Toronto

The School of HRM at York University is located in Toronto, Ontario—Canada’s largest multi-cultural city.

Indoor, outdoor, and all year-round, Toronto has much to offer: international festivals & cuisine, dynamic nightlife, rich history, and a vibrant arts and entertainment scene.

For the outdoor enthusiast, there’s much to explore. By foot, bike, or boat, there’s an expansive network of green spaces, natural settings, and waterfront beaches.

Faith Tull
MHRM, 2011
Chief People Officer
Randstad Canada

I’ve enjoyed four promotions since completing my master’s and can certainly attribute some of that success to the emphasis on strategic and factual thinking learned during the program. I thoroughly enjoyed learning from a mix of professors with real work experiences as well as pure researchers. This allowed me to decipher what could and couldn’t work within the organizations I served, as well as allowed me to draw upon the skills and knowledge I obtained.

Eric McCallum
MHRM, 2010
Vice President, Human Resources
Kinross Gold Corporation

My experience in the MHRM program gave me great confidence in designing fact-based, practical solutions to important real-world business challenges, which has helped me advance my career. I highly recommend making this investment in yourself, which will help enhance HR’s reputation as a vital business imperative.
Get started today!

TALK TO US.
ARRANGE A TOUR.
VISIT US ONLINE.

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