

Human Resource Management

Course syllabus

Credits: 2-credit **Class hours:** 2.0-2.0hours/week

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Introduction

In this course, we will focus on the different human resource practices from the perspective of strategic human resource management. The main point is competency. Based on competency model, the course will analyze the human resource management environment, recruitment and selection, training and career development, motivation and compensation, performance appraisal systems and performance development, and international human resource management. During the teaching, cases will be used and shared, and hot issues such as “a bundle of human resource practices” and “high performance human resource management system” will be discussed.

Learning Objectives

The objective of the course is to introduce and outline the core areas of human resource management and core models of human resource management, and create awareness about the human resource management principles and methodology. By studying and applying knowledge and tools in the HRM field, students should develop capabilities towards human resource management programs and human resources development.

Through the lectures and case teaching and paper reading, the students are expected to get knowledge of human resource management framework, and to outline the core areas of human resource management, and to grasp the core models of human resource management, and to create awareness about the human resource management principles and methodology. At last, during the process of the course teaching, the students are also expected to have much more interests in HRM.

Course requirements

A great emphasis is placed on the interaction between theoretical and practical aspects of human resource management and development. On the one hand, the tutorial arrangement for paper discussion follows the lectures; on the other hand, the case teaching method is used to sharpen analytical skills and team problem-solving abilities. Experiences and learning skill will be shared and developed through reading presentation, classroom discussion, case projects.

Assessment

Final grades will be evaluated as follows:

Final exam (open questions and open books)	40%
Class participation and contribution	30%

Case and academic paper report and presentation 30%

Teaching Schedule

This course includes 8 topics (one topic every week)

Topic 1: Human resource management environment. It includes: challenge of human resources management; Strategic human resource management. (Chapter1 and Chapter2 in main textbook).

Reading list:

Guest, D.(1997). Human resource management and performance: a review and research agenda. *International Journal of Human Resource Management*, 8(3): 263-276.

Winstanley, D. and Woodall, J.(2000). The ethical dimension of human resource management. *Human Resource Management Journal*, 10(2): 5-20.

Topic 2: Job analysis and job design. It includes: competency theory; job analysis model and methods; job design approach. (Chapter 3 in main textbook)

Reading list:

Holman, D.(2002). Employee well being in call centres. *Human Resource Management Journal*, 12(4), 35-50.

Griffin, R. W.(1991). Effects of work redesign on employee perceptions, attitudes, and behaviours: a long-term investigation. *Academy of Management Journal*, 34(2): 425-435.

Topic 3: Human resource acquisition. It includes: human resource planning; human resource recruitment, human resource selection methods. (Chapter4 and Chapter5 in main textbook)

Reading list:

Phillips, J. (1998). Effects of realistic job previews on multiple organizational outcomes: a meta analysis. *Academy of Management Journal*, 41(6): 673-690.

Robertson, I. and Smith, M. (2001). Personnel selection. *Journal of Occupational and Organizational Psychology*, 74(4): 441-472.

Topic 4: Training and development. It includes: training strategy and training method; socialization and orientation; career development. (Chapterr6 and Chapter8 in main textbook)

Reading list:

Lloyd, C. (2002). Training and development deficiencies in the “high skill” sector. *Human Resource Management Journal*, 12(2): 64-81.

Topic 5: Motivation and compensation. It includes: motivation theory and strategy; pay structure decision; recognizing employee contributions with pay. (Chapter10 and Chapter11 in main

textbook) Reading list:

Marsden, D. and Richardson, D. (1994). Performing for pay? The effects of 'merit pay' on motivation in a public service. *British Journal of Industrial Relations*, 32(2): 243-261.

Topic 6: Performance management. It includes: performance model; performance indicators; performance appraisal system; performance feedback. (Chapter 7 in main textbook)

Reading list:

Guest et al. (2003). Human resource management and corporate performance in the UK. *British Journal of Industrial Relations*, 41(2): 291-314.

Becker, B. and Gerhart, B. (1996). The impact of human resource management on organizational performance: progress and prospects. *Academy of Management Journal*, 39: 779-801.

Topic 7: International human resource management. It includes: cross-culture issue in organization; human resource management in international organization. (will distribute the relevant reading materials)

Reading list:

Taylor, S., Beechler, S. and Napier, N. (1996). Toward an integrative model of strategic international human resource management. *The Academy of Management Review*, 21(4): 959-985.

Topic 8: Hot issues for human resource management. It includes: a bundle of human resource practice; high performance human resource management system; best human resource practice.

(will provide the relevant reading paper)

Reading list:

Combs, J., Liu, Y., Hall, A. & Ketchen, D. (2006). How much do high performance practice matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, 59, 501-528.

Boselie, P., Dietz, G. & Boon, C. (2005). Strategic human resource management: where have we come from, where should we be going? *Human Resource Management Journal*, 15(3): 67-94.

Textbooks

Main Textbook

Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright(2006). *Human Resource Management(Fifth Edition)*. China Renmin University Press, RMB35.00 yuan

Reference Textbook

George Bohlander, Scott Snell. *Managing Human Resources(Thirteen Edition)(2003)*. Dongbei University of Finance & Economics Press ISBN 7-81084-314-1, Renminbi76.00 yuan..

Articles & Cases

Articles and cases will be provided before the class sessions for reading and preparation.
Supplementary materials will be distributed by teaching assistant in class.