

Course Syllabus : Human Resource Management

Course Code : 20120511

Course Name : Human Resource Management

Course nature : required

Credits : 2

Class Meetings : 4 classes/week (3 lectures and 1 tutorial)

1. Course Description

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 analyse 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 “human resource management and culture” will be discussed.

2. Course Objectives

Course learning objectives

The objective of the course is to introduce and outline the core issues of human resource management and core models and theories of human resource management, and to create awareness about the human resource management principles and methodology. By studying and applying knowledge and tools in the human resource management area, students should develop capabilities towards human resource management program design and human resource development.

Course educational objectives

By learning and sharing knowledge and tools in the human resource management field, students should improve both the human resource management and human resource research competency, and have the right management values. In this way, it can be cultivated that future managers and management researchers with a sense of social responsibility and cultural confidence.

3. Measurable Outcomes

Through the lectures and case teaching and paper reading, the students are expected to:

- (1) get knowledge of human resource management framework;
- (2) outline the core areas of human resource management;
- (3) grasp the core models of human resource management;
- (4) create awareness about the human resource management principles and methodology;
- (5) have more interests in human resource management.

4. Learning Requirement

Student Learning requirement

- (1) Attend the classes on time;
- (2) Participate in the class activities and make contribution, such as participation in group project and problem-solving;
- (3) Prepare for discussions of reading paper and cases;
- (4) Give report presentations.

They are important elements of the overall evaluation for both quality and quantity.

Student Evaluation

Final grades will be evaluated as follows:

Final exam (open books)	50%
Class participation and contribution (mini-case discussion)	20%
Case and academic paper report and presentation	30%

5. Course Structure and Task Scheduler

Week	Topic	Educational (Sizheng) objective	Teaching way	Requirement	Classes/ week
Week 1	Topic1: HRM : Concepts and environment	(1) People-oriented HRM (2) Ethic in HRM	Face to face lecture (mini-case discussion)	Participate in the mini-case discussion	4
Week 2	Topic 2: Job analysis and job design		Face to face lecture and tutorial	Participate in the discussion	4
Week 3	Topic 3: Human resource acquisition	Management with justice	Face to face lecture (mini-case discussion)	Participate in the mini-case discussion	4

Week 4	Topic 4: Training and development	Treat employees with fairness	Face to face lecture (mini-case discussion)	Participate in the mini-case discussion	4
Week 5	Topic 5: Motivation and compensation.		Face to face lecture and tutorial	Participate in the discussion	4
Week 6	Topic 6 Performance management	People-oriented and treat employees with fairness	Face to face lecture (mini-case discussion)	Participate in the mini-case discussion	4
Week 7	Topic 6 performance and management		Face to face lecture and tutorial	Participate in the discussion	4
Week 8	Topic 7 Hot issue: Human resource management and culture	Cultural confidence	Face to face tutorial discussion	Read the relevant papers and participate in the tutorial discussion	4

6. Course Materials

Textbooks:

Main Textbook

Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright. Human Resource Management: Gaining a competitive advantage (the newest edition). China Renmin University Press

Reference Textbook,

George Bohlander, Scott Snell. Managing Human Resources(the newest edition). Dongbei University of Finance & Economics Press ISBN 7-81084-314-1

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.

Reading list :

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

Delery, J. E.; Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39(4): 802-835.

Yan, J.; Sorenson, R.L. (2004). The influence of Confucian ideology on conflict in Chinese family business. *International Journal of Cross Cultural Management*, 4, 5-17.

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

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.

Robinson-Morrall, E. J.; Hendrickson, C.; Gilbert, S.; Myers, T.; Simpson, K.; & Loignon, A. C. (2018). Practical considerations for conducting job analysis linkage exercises. *Journal of Personnel Psychology*, 17(1), 12-21.

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

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. (Chapter6 and Chapter8 in main textbook)

Inkson, K., Gunz, H., Ganesh, S., Roper, J. (2012). Boundaryless careers: Bringing back boundaries. *Organization Studies*, 12(2): 64-81.

Garcia, PRJM; Restubog, SLD; Ocampo, AC; Wang, L; Tang, RL. (2019) Role modeling as a socialization mechanism in the transmission of career adaptability across generations. *Journal of Vocational Behavior*, 111, 39-48.

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)

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.

Steers, R. M.; Mowday, R. T.; Shapiro, D. L. (2004). Introduction to special topic forum: The future of work motivation theory. *The Academy of Management Review*, 29 (3), 379-387.

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

DeNisi, A. S.; Murphy, K. R. (2017). Performance appraisal and performance management: 100 years of progress? *Journal of Applied Psychology*, 102(3): 421-433.

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: Hot issue: human resource management and culture. It includes: cross-culture issue in organization; human resource management in China.

Warner, M. (2010). In search of Confucian HRM: Theory and practice in Greater China and beyond. *The International Journal of Human Resource Management*, 21(12), 2053-2078.

Mak, A., Cheung, L., Mak, A., Leung, L. (2014). Confucian thinking and the implications for sustainability in HRM. *Asia-Pacific Journal of Business Administration*, 6(3): 173-189.

Zhou, A. J, Lapointe E, Zhou, S. S. (2019) Understanding mentoring relationships in China: Towards a Confucian model. *Asia Pacific Journal of Management*, 2019, 36(2): 415-444.

7. Course Lecturers

Shimei YAN

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Office hours: 8 :30-17 :30 (Monday)

8. Others

This course includes 7 topics, and every topic consists of two parts: three lectures and one tutorial