Human Resource Management

1. Course Description

This course is to explore the theory, practice, and key considerations involved in human resource management. The course will cover HR strategy, recruiting, compensation, performance management, training and development, employee relations, and international human resource management.

Teaching methods will include lectures, discussions, business cases used to illustrate key concepts, theories, and practices in human resource management.

2. Course Objectives and Requirements

The objectives of the course are as follows:

• provide a strategic framework for understanding human resource management and its organizational context

• identify and explain the key theories and issues in managing human resources

• understand key principles underlying effective management of human capital

• develop problem-solving skills relevant to main processes of human resource management

• understand the contingencies that need to be considered in the design of human resource systems

Requirements： The course will consist of six modules, as detailed below. Since studying is based on case and class discussions, and exchanging of the students' ideas and experiences, participants will be encouraged to take an active part and share their managerial experiences and quandaries with the class. Students are, therefore, expected to attend and participate in all class sessions.

3. Course Arrangement

Unit 1	Introduction and strategic human resource management
Content	Major HR challenges facing organizations; major categories of HR activities, HR strategy The definition and importance of human resource HR practices providing competitive advantages The trends of hr management in China HR strategy How to link business strategy to HR strategy
	Group work 1 Explain why 16 Best HR practices can provide competitive advantages Group Work 2 Discussion Suicide tragedy of Foxconn company
Required Readings	Robert L.Dipboye. 2007. Eight outrageous statements about HR science. Human Resource Management Review, 17, 96-106. Gary Dessler. 2006. Expanding into China? What foreign employers should know about human resource management in China today. S.A.M. Advanced Management Journal, 71, 4, 11- Cherrie Jiuhua Zhu, S. Bruce Thomson, and Helen De Cieri. 2008. A retrospective and prospective analysis of HRM research in Chinese firms: implications and directions for future study, HRM, 47, 1, 133-156. Irene H. Chow, Jia-chi Huang, Shanshi Liu. 2008. Strategic HRM in China: configurations and competitive advantage. Human Resource Management, 47, 4. 687-706. Wang D S, Shyu Chi-Lih. 2008. Will the strategic fit between business and HRM strategy influence HRM effectiveness and organizational performance? International Journal of Manpower, 29, 2, 92-110. Sparrow PR. Makram H. 2015. What is the value of talent management? Building value-driven processes within a talent management architecture. Human Resource Management Review, 25, 3, 249-263.

Unit 2	Staffing and Talent Management (1)
Content	HR planning Job Analysis Recruitment purposes and channels selection procedures and methods
Case Study & Group Work	Group work: **Forecasting HR demand for installers** Group work: **The geographic area for recruitment** Case: **Jindi Enterprises: Finding a New Sales Manager** Case Questions: 　　Describe the sales process in the each market (low-end residential, high-end residential and industrial). Assess the effectiveness of the sales and sales management practices at Jindi in relation to these markets. 　　Evaluate the pros and cons of each candidate. If you were Ma, who would you select? Why? What would be your criteria?
Required Readings	John Benson, Ying Zhu. 2002. The emerging external labor market and the impact on enterprise's human resource development in China. Human Resource Development Quarterly, 13, 4, 449- Huy Le, In-Sue Oh, Jonathan Shaffer, and Frank Schmidt, 2007. Implications of Methodological advances for the practice of personal Selection: How practitioners benefit from Meta-analysis. Academy of Management Perspective, 21, 6-15. Serena Rovai, 2008. Recruiting high-tech managerial talents in China: an institutional perspective. Journal of Technology Management in China, 3, 2. Murray R. Barrick and Ryan D. Zimmerman. 2009. Hiring for retention and performance. Human Resource Management, 48, 2, 183-206. Benjamin Schneider. 2007. Evolution of the study and practice of personality at work. Human Resource Management. 46, 4, 583-610. Ji Li, Kevin Lam, James Sun, and Shirley Liu. 2008. Strategic human resource management, institutionalization, and employment modes: an empirical study in China. Strategic Management Journal, 29, 337-342. Sekiguchi T., Foster V H. 2011. The use of person-organization fit and person-job fit information in making selection decision, Organizational Behavior and Human

	Decision Processes, 116, 2, 203-216.
	Bidwell M., Keller JR.2012. With or without : how firms combine internal and external labor markets to fill jobs, Academy of Management Journal, 11, 9

Unit 3	Performance Management
Content	The model of holistic view of performance management
	Relative judgement vs. Absolute judgement
	Trait, behavior, and outcome focus
	Evaluation methods
	360 degree feedback system
	Evaluation biases
	Communication of performance appraisal
	How to manage employees based on performance
Case Study & Group Work	Case: Merck & Co. Inc.
	Case Questions:
	What are the major problems with Merck's performance Appraisal System? Where possible, please make reference to the data presented in the two exhibits.
	What is a compa-ratio, and how might performance scores influence an employee's compa-ratio? How might turnover be affected by having a large number of employees reaching a compa-ratio of 125% during a slow or no growth period specifically for Merck (although not for its competitors)?During a period of general economic recession or industry retrenchment?
	Given the problems that you identified with the existing performance appraisal system, what changes would you recommend to solve these problems?
Required Readings	Kevin Cheng, Wayne Cascio, 2009. Performance-appraisal beliefs of Chinese employees in Hong Kong and the Pearl River Delta. International Journal of Selection and Assessment, 17, 3, 329-332.
	Richard D. Goffin, et. 2009. Taking advantage of social comparisons in performance appraisal: the relative percentile method. HRM, 48,2, 251-268.
	Sumelius J, Bjorkman I, Ehrnrooth M, Makela K, Smale A. 2014. What determines employee perceptions of HRM process features? The case of performance appraisal in MNC subsidiaries. Human Resource Management, 53, 4, 569-592.

Unit 4	Compensation system and pay for performance
Content	Total Compensation; internal, external and employee equity The principles of designing compensation system The assumptions and theories related to pay-for-performance Three level of pay for performance
Case Study & Group Work	Group work: Bonus decision making Case: Harrah's Entertainment: Rewarding Our People Case questions: 1. Why does this company use gainsharing program? 2. How was the program designed?
Suggested Readings	Randy K. Chiu, et. 2002. Retaining and motivating employees: compensation preferences in Hong Kong and China. Personnel Review, 31, 4, 402- Bloom, M. and Milkovich, G. 1998. Relationships among risk, incentive pay, and organizational performance, Academy of Management Journal. 41, 3. Bloom, M. 1999. The performance effects of pay dispersion on individuals an organization. Academy of Management Journal, 42. Alfie Kohn, Why incentive plans cannot work, Harvard Business Review. Cao Chen, 1995. New trends in rewards allocation preferences: a Sino-US comparison, Academy of Management Journal, 38, 2. Chiange F. Birtch T. 2012. The Performance Implications of Financial and Non-Financial Rewards: An Asian Nordic Comparison, Journal of Management Studies, Swaab Rpderocl. Ga;omslu A. 2015. Egalitarianism makes organizations stronger: Cross-national variation in institutional and psychological equality predicts talent levels and the performance of national teams. Organizational Behavior & Human Decision Processes. 129, 80-92.

Unit 5	Training and development
Content	The importance of training and development Training system Training methods Career development

Case Study & Group Work	Group work: Training needs of an insurance company
	Case: Zhu Dandan's promotion
	1. What are typical behaviors demonstrated by the 1980s employees in Bevaco? How can one effectively manage this group of employees? How do they differ from other generations also present in today's workforce in China? 2.How did Zhu Dandan manage to have four promotions within five years? What were her challenges after the latest promotion? How should she address the challenges? Given the challenges in her current job and the career opportunities from outside, what career decision would you advise Zhu Dandan to make?
	3. What are the reasons that Daisy, who possessed better education and professional skills than Zhu Dandan could not get a promotion and had to quit Bevaco? What are the implications of this?
	4. What is your evaluation of Grace's career potential? How effectively did she lead the team?
Required Readings	Jia Wang, Greg. G. Wang. 2006. Participation in management training in a transitioning context: a case of China. Human Resource Development Quarterly, 17, 4, 443-473.
	Phyllis Tharenou, Alan M. Saks, Cela Moore. 2007. A review and critique of research on training and organizational-level outcomes. Human Resource Management Review, 17, 251-273.
	Scheel T. Rigotti T. Mohr Giseia. 2014. Traning and performance of a diverse workforce. Human Resource Management, 53, 5, 749-772.
	Buch R. Dysvik A., Kuvaas B, Nerstad CG. 2015. It takes three to tango: Exploring the interplay among training intensity, job automony, and supervisor support in predicting knowledge sharing, 54, 4, 623-635.

Unit 6	Employee relations
Content	Workplace governance; discipline; industrial and labor relations; work-family and employee assistance programs
	Employee turnover and retaining

Case Study & Group Work	Group work: What can be learned from Haidilao?
Required Readings	Yong Han and Yochanan Altman, 2009. Supervisor and subordinate Guanxi: a grounded investigation in the People's Republic of China, Journal of Business Ethics, 88, 91-104.
	Ling Zhang, Ting Nie, Yongtai Luo. 2009. Matching organizational justice with employment modes: strategic human resource perspective. Journal of Technology Management in China, 4, 2, 180-187.
	Jie Shen. 2007. The labour dispute arbitration system in China. Employee Relations, 29, 5, 520-539.
	Holland P, Cooper BK, Pyman A, Teicher J. 2012. Trust in management: the role of employee voice arrangements and perceived managerial opposition to unions. Human Resource Management Journal, 22, 4, 377-391.
	Chen YY., Ferris D, Kwan HK, Yan M., Zhou MJ. 2013. Self-love's lost labor: A self-enhancement model of workplace incivility. Academy of Management Journal, 56, 4, 1199-1219.

4. Teaching Methods

Lectures、Discussions、Case Analysis, Debate, etc.

5. Learning Outcomes

Category	Learning Outcomes
Knowledge Learned	To better understand the system of human resource management
	To understand the assumptions of different human resources practices
	Link theories in organizational behaviors to the hr practices
	To learn the standard way of undertaking research in HRM
	To deepen the knowledge in a specific field related to HRM by finding the research interest

Intellectual abilities Improved	To form a holistic view of human resource management
	To form a strategic thinking of human resource management
	To form rigor and logical arguments
Practical skills improved	Know about HR practices in both Western countries and China
	Have ability to solve the problems in the real business world
Personal competences and characters Cultivated	To develop critical thanking
	To develop teamwork collaboration skills

6. Performance Evaluation: Means & Ratio

Evaluation Means	Ratio (%)	Relation to the Intended Learning Outcomes
Class Participation	15	Evaluate the abilities of understanding and application of HR management knowledge
Group Work	35	The abilities of team participation and effective communication Focusing on case analysis and presentations of two articles on top journals, evaluate the abilities of using HR management knowledge to analyze and solve the practical problems
Final Assignment	50	Find out a specific research interest, deepen the understanding of this field, develop rigor and logical theoretical arguments

7. Assignment Requirements

Requirements of Individual Final Assignment
- Choose a topic related to human resource management.

■ The structure of the proposal includes: Introduction; literature review; Hypotheses; research method.

Font size 12, single space line, no more than 6 pages (the reference list will not be counted into the pages)

The criteria of assignment evaluation (100 points)

Assessment Criteria Grid	Max. points	Points Attributed
Comprehension of key issues: Understanding of concepts treated in class Ability to apply concepts to new context/s Proper use of subject matter vocabulary Addressed fully the assignment requirements	20%	
Analysis: Display of critical thinking relative to subject matter Application of key models and concepts to the analysis Ability to apply concepts/models from other disciplines to the analysis	20%	
Structure & presentation: Well-structured ideas and information Clarity of presentation Professional layout – tables, figures, images, headings, hierarchy of information Use of transitions and interim conclusions	20%	
Conclusions & recommendations: Logical continuation of reasoning/ideas/analysis developed in assignment Concision and relevancy to the analysis Relevance to the analysis	20%	
References & citation: Citations within paper Proper format of citation and no acts of plagiarism (intentional or unintentional) Reference/Bibliography section	10%	

Depth and breadth of sources		

Other:
 	
    Elements of assessment at Professor's discretion relative to the discipline
 	
    Creativity and originality of ideas/approach/analysis/findings
 	
    Demonstrated general attainment of module learning objectives
	10%	

TOTAL	100%	

8.Textbook，References and Reading Materials

Textbook

Foundations of Human Resource Management, Gary Dessler

《人力资源管理基础》英文版 第 2 版，加里. 德斯勒，中国人民大学出版社

Appendices:

1. The course PPT

2. Case material

3. Other teaching material (such as reading materials, the articles)

9. Feedback

Any feedback, whether verbally or electronically, on anything that concerns you *is always appreciated*.