**Fall 2016**

Erlan Bakiev, Ph.D. **Office Hours**: Tuesday 2:15 p.m.-4:15 p.m.

Room: 221

**E-mail:** [erlanbakiev@gmail.com](mailto:erlanbakiev@gmail.com)

**Website:** [**www.erlanbakiev.weebly.com**](http://www.erlanbakiev.weebly.com)

**Required Textbook**

Mejia, L. G., Balkin, D. B. and Cardy, R. L., (2012). *Managing Human Resources: Seventh Edition.* Pearson Education Inc., Upper Saddle River, New Jersey

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**A.**

**Course Description**

This course concerns the study of Human Resource Management (HRM) from the strategic perspective of the general manager in organizations and its applications to the functions, needs, and role of management and implications in human resource management. An emphasis will be placed on Human Resource (HR) decisions and practices and how they are influenced by both internal and external forces to the organization, including business strategy, global competition, technological change, unionization, and workforce characteristics. This course examines the relationship between general management and human resource specialists (including consultants) and the ways HR practices are used by organizations to build and maintain competitive advantage. Moreover, applications for organizational performance improvement, organizational change, development and human resource management are emphasized.

**Learning Objectives**

This course introduces HR theories that will allow students to analyze cases and their theoretical applications of organization system. The role of HR in managing personnel is also examined through this course.

Furthermore, students will develop their management skills and awareness of HR by comparing it to real business situations and interactions.

Upon successful completion of this course, the student will be able to:

1. Demonstrate the ability to analyze, evaluate, integrate and manage HR challenges.
2. Managing workflows and conducting job analysis.
3. Compare the motivation theories of need, expectancy, and equity to situations in the everyday business environment and its impact on human capital.
4. Provide ability to analyze, evaluate and integrate the development and strength of teamwork and individual perspective and flexible workforce strategies and its implications in human resource management.
5. Recruiting and selecting employees, appraising and managing performance, recognizing and resolving intergroup conflicts and understand the main concepts of workforce training.
6. Understand equal opportunity, legal environment, organizational structure, design, culture and change in HRM.

**Course Requirements**

**Session Article Preparation, Presentation, and Discussion**

Since session article preparation and discussion play a critical role in obtaining knowledge and understanding of topics in this course, students are encouraged to read the required readings for each session, and be ready to discuss in depth its essential ideas in the class. Please be ready to present the key messages of the article to the class in a clear and concise way and try to answer the following questions when you do your readings:

What are the main issues raised by the article? What are the research questions of the article? What are the main arguments or findings of the article? Which theoretical perspectives can be applied to organizational situations mentioned in the article?

1) Assignments (**10%)** 3 homework assignments will be assigned over the course of the semester.

2) Mid-term (**30%**) The mid-term will be an in-class exam designed to assess student facility with concepts. There may be some objective format items such as multiple choice.

3) Term Project (**20%**) Students will form groups, and conduct a team project to analyze any public (nonprofit) organization or private company with the concepts and tools discussed in the course. Please choose some specific organizational issues and apply the concepts developed in the class to make diagnosis, analyses, and give suggestions. If you plan to submit an empirical study the information on organizations can be collected from public data sources, such as data banks of university, from newspapers and magazines, and any other public sources.

Each group will present their Team Projects on the session of **8th** of **December 2016**. Each team will be given 10 minutes to present their project. For questions and discussion will be given 5-10 minutes for each group.

The written report (article) of the Team Project should be returned on **15th of December 2016** and shouldn’t exceed 15 pages (not including cover page, using Times New Roman, font size 12, double spaced). Please submit the report in **electronic version (go green)**.

4) Final (**40%**) The final exam will be a semi-comprehensive exam comprised of concepts and applications discussed in class.

NOTE: Students are always responsible for weekly reading assignments listed in this syllabus **after** coming to class. Notes distributed in class and textbook material are to be read following the class lecture in which the topics were discussed.

**Grading Criteria**

-Assignments %10

-Mid-Term %30

-Term Project %20

- Final %40

**Attendance Policy**

Attendance is important to stay on top of class material and homework assignments. Students are encouraged to come to class, but are left with the responsibility of managing their own attendance. Attendance will be taken for the purpose of explaining poor performance should the need arise.

**Evaluation Policy**

Students will be allowed to make-up an exam or submit homework or other assignments beyond a deadline only with written documentation (e.g., doctor’s letter) for extenuating circumstances covered under AUCA policy.

**Caveat**

The instructor reserves the right to change the schedule, assignments, and/or evaluation criteria throughout the semester. Any changes will be announced to the class with sufficient notice to prepare for the changes. It is your responsibility to keep informed about discussion topics and assignments. If in doubt, check with your instructor.

**B.**

**Tentative Agenda**

***Topic*** ***Assigned Reading*** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Week 1: Meeting Present and Emerging Strategic Human Resource Challenges**

Read Mejia et al. text **Chapter 1**

Huselid, M. A., (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), pp. 635-872.

**Managing Work Flows and Conducting Job Analysis** Read Mejia et al. text **Chapter 2**

Reichert, M., Rinderle, S., & Dadam, P. (2003). Adept workflow management system. In *Business Process Management* (pp. 370-379). Springer Berlin Heidelberg.

Siddique, C. M., (2004). Job analysis: A strategic human resource management practice. *The International Journal of Human Resource Management*, 15(1), pp. 219-244.

Miles, R. E., & Snow, C. C., (1984). Designing strategic human resources systems. *Organizational dynamics*, 13(1), pp.36-52.

**Week 2: Understanding Equal Opportunity and the Legal Environment** Read Mejia et al. text **Chapter 3**

Newman, C. (2014). Time to address gender discrimination and inequality in the health workforce. *Human Resources for Health*, 12(1), p. 25.

Schlanger, M., & Kim, P. (2014). The Equal Employment Opportunity Commission and Structural Reform of the American Workplace. *Washington University Law Review*, 91, pp. 1519-1663.

**Managing Diversity** Read Mejia et al. text **Chapter 4**

Dobbin, F., Kim, S., & Kalev, A. (2011). You Can’t Always Get What You Need Organizational Determinants of Diversity Programs. *American Sociological Review*, 76(3), pp. 386-411.

Shen, J., Chanda, A., D'Netto, B., & Monga, M. (2009). Managing diversity through human resource management: An international perspective and conceptual framework. *The International Journal of Human Resource Management*, 20(2), pp. 235-251.

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K., ... & Thomas, D. (2003). The effects of diversity on business performance: Report of the diversity research network. *Human resource management*, 42(1), pp. 3-21.

**Week 3: Recruiting and Selecting Employees** Read Mejia et al. text **Chapter 5**

Chapman, D. S., & Webster, J. (2003). The use of technologies in the recruiting, screening, and selection processes for job candidates. *International Journal of Selection and Assessment*, 11(2-3), pp. 113-120.

Ryan, A. M., & Tippins, N. T. (2004). Attracting and selecting: What psychological research tells us. *Human Resource Management*, 43(4), 305-318.

**Managing Employee Separations, Downsizing, and Outplacement** Read Mejia et al. text **Chapter 6**

Cascio, W. F., & Wynn, P. (2004). Managing a downsizing process. *Human Resource Management,* 43(4), pp. 425-436.

Balkin, D. B. (1992). Managing employee separations with the reward system. *The Executive*, 6(4), pp. 64-71.

Doherty, N., Tyson, S., & Viney, C. (1993). A positive policy? Corporate perspectives on redundancy and outplacement. *Personnel Review*, 22(7), pp. 45-53.

**Week 4: Appraising and Managing Performance** Read Mejia et al. text **Chapter 7**

Fletcher, C. (2001). Performance appraisal and management: The developing research agenda. *Journal of Occupational and organizational Psychology*, 74(4), pp. 473-487.

DeNisi, A. S., & Pritchard, R. D. (2006). Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and Organization Review*, 2(2), pp. 253-277.

Bretz, R. D., Milkovich, G. T., & Read, W. (1992). The current state of performance appraisal research and practice: Concerns, directions, and implications. *Journal of management*, 18(2), pp. 321-352.

**Training the Workforce** Read Mejia et al. text **Chapter 8**

Beaver, G., & Hutchings, K. (2005). Training and developing an age diverse workforce in SMEs: The need for a strategic approach. *Education+ Training*, 47(8/9), p. 592-604.

Erickson, C. L., & Jacoby, S. M. (2003). The effect of employer networks on workplace innovation and training. *Industrial & Labor Relations Review*, 56(2), pp. 203-223.

Baldi, R. A. (1997). Training older adults to use the computer: Issues related to the workplace, attitudes, and training. Educational Gerontology: *An International Quarterly*, 23(5), pp. 453-465.

**Week 5: Developing Careers** Read Mejia et al. text **Chapter 9**

Dickmann, M., & Harris, H. (2005). Developing career capital for global careers: The role of international assignments. *Journal of World Business*, 40(4), pp. 399-408.

Renwick, D., & MacNeil, C. M. (2002). Line manager involvement in careers. *Career Development International*, 7(7), 407-414.

Ulrich, D. (1997). Judge me more by my future than by my past. *Human Resource Management* (1986-1998), 36(1), 5.

**Managing Compensation** Read Mejia et al. text **Chapter 10**

Rynes, S. L., Gerhart, B., & Minette, K. A. (2004). The importance of pay in employee motivation: Discrepancies between what people say and what they do. *Human resource management*, 43(4), 381-394.

Boyd, B. K., & Salamin, A. (2001). Strategic reward systems: A contingency model of pay system design. *Strategic Management Journal*, 22(8), 777-792.

Gerhart, B., & Milkovich, G. T. (1990). Organizational differences in managerial compensation and financial performance. *Academy of Management journal*, 33(4), 663-691.

**Week 6:** **Rewarding Performance** Read Mejia et al. text **Chapter 11**

Harris, L. (2001). Rewarding employee performance: line managers' values, beliefs and perspectives. *International Journal of Human Resource Management*, 12(7), 1182-1192.

Harris, L. (2001). Rewarding employee performance: line managers' values, beliefs and perspectives. *International Journal of Human Resource Management*, 12(7), 1182-1192.

Sorian, R. (2006). Measuring, reporting, and rewarding performance in health care. *The Commonwealth Fund.*

**Designing and Administering Benefits**

Read Mejia et al. text **Chapter 12**

Belcourt, M. (2006). Outsourcing—The benefits and the risks. *Human Resource Management Review*, 16, 269-279.

Maurer, T. J., Pierce, H. R., & Shore, L. M. (2002). Perceived beneficiary of employee development activity: A three-dimensional social exchange model. *Academy of Management Review*, 27(3), 432-444.

**Week 7:** **Developing Employee Relations**

Read Mejia et al. text **Chapter 13**

Ngo, H. Y., Lau, C. M., & Foley, S. (2008). Strategic human resource management, firm performance, and employee relations climate in China. *Human Resource Management,* 47(1), 73-90.

Renwick, D. (2000). HR-line work relations: a review, pilot case and research agenda. *Employee Relations*, 22(2), 179-201.

**International HRM Challenge**

Read Mejia et al. text **Chapter 14**

Schuler, R. S., Jackson, S. E., & Tarique, I. (2011). Global talent management and global talent challenges: Strategic opportunities for IHRM. *Journal of World Business*, 46(4), 506-516.

Morris, S. S., Wright, P. M., Trevor, J., Stiles, P., Stahl, G. K., Snell, S., ... & Farndale, E. (2009). Global challenges to replicating HR: The role of people, processes, and systems. *Human Resource Management*, 48(6), 973-995.

**C. CLASS SCHEDULE**

**Weekly Schedule/Assignment**

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| --- | --- | --- |
| **Week/Date** | **Session/Topic** | **Assignment**  **(Turn in the beginning of class session)** |
| **Part 1** | **Introduction** |  |
| 1  September 1 | Meeting Present and Emerging Strategic Human Resource Challenges | Read the Chapter 1 and assigned articles |
| **Part 2** | **The Contexts of Human Resource Management** |  |
| 2  September 8 | Managing Work Flows and Conducting Job Analysis | Read the Chapter 2 and assigned articles;  **Form your groups on your term project and decide on topic** |
| 3  September 15 | Understanding Equal Opportunity and the Legal Environment | Read the Chapter 3 and assigned articles;  Case 1 is assigned; |
| 4  September 22 | Managing Diversity | Read the Chapter 4 and assigned articles |
| **Part 3** | **Staffing** |  |
| 5  September 29 | Recruiting and Selecting Employees | Read the Chapter 5 and assigned articles;  **Assignment 2 is due** |
| 6  October 6 | Managing Employee Separations, Downsizing, and Outplacement | Read the Chapter 6 and assigned articles; |
| **Part 4** | **Employee Development** |  |
| 7  October 13 | Appraising and Managing Performance | Read the Chapter 7 and assigned articles;  **Please submit draft of your term project** |
| 7  October 13 | Midterm Exam |  |
| 8  October 20 | Training the Workforce | Read the Chapter 8 and assigned articles;  Case 2 is assigned |
| 9  October 27 | Developing Careers | Read the Chapter 8 and assigned articles; |
| **Part 5** | **Compensation** |  |
| 10  November 3 | Managing Compensation | Read the Chapter 10 and assigned articles |
| 11  November 10 | Rewarding Performance | Read the Chapter 11 and assigned articles |
| 12  November 17 | Designing and Administering Benefits | Read the Chapter 12 and assigned articles |
| **Part 6** | **Governance** |  |
| 13  November 24 | Developing Employee Relations | Read the Chapter 13 and assigned articles;  **Assignment 3 is due** |
| 14  December 1 | International HRM Challenge | Read the Chapter 17 and assigned articles;  **Submit your term project** |
| 14  December 8 | Final Exam |  |