

Human Resource Management

课程编号: 02813080

授课对象: 研究生

学 分: 2

任课教师: Fanmin Kong, Ph.D.

课程类型: 方向必修

开课学期: Fall, 2013

先修课程: Research Methods, Microeconomics, Master level HRM, OT, and OB

Seminar Venue: Classroom 115, GSM Building #1

Seminar Session Time: 09:00 – 12:00, Tuesday, September 10 – November 26, 2013

Professor Office: 443 GSM Building #2

Office line: 6275 3198; Email: fkong@gsm.pku.edu.cn

Office Hours: 14:00 – 16:00, on Wednesdays, by appointment

一、项目培养目标

学习目标 1 系统掌握从事学术研究所需要的专业知识及理论。

具体目标 1、系统掌握本学科基础知识及基本理论

具体目标 2、掌握本学科前沿知识和理论、具有足够的相关领域的知识

具体目标 3、熟练掌握本学科的研究方法

学习目标 2 具有从事创新性研究的能力; 能够撰写并发表高质量的毕业论文和学术论文

具体目标 1、撰写高质量的毕业论文和学术论文

具体目标 2、具有高水平的分析能力和批判思维能力, 能够创造性地解决问题

学习目标 3 具有宽阔的国际视野, 能够与国际学者进行交流、合作的能力。

具体目标 1、具有优秀的口头交流和文字交流能力

具体目标 2、能够熟练地运用至少一门外语进行学术交流与沟通

学习目标 4 了解学术伦理, 具有强烈的社会责任感、关注社会问题

具体目标 1、了解社会责任感的重要性

具体目标 2、了解学术生涯中的学术道德问题

具体目标 3、关注现实社会问题

二、课程概述

This seminar course is designed to provide a strategic framework of, and the multi-disciplinary research developments on Human Resources and Industrial Relations (HRIR). In particular, we would focus on the following important topics: the origin and evolution of HRIR as a research field, the determinants and consequences of HRM systems and practices, and the research agenda, methodological as well as fundamental issues in HRIR. I would also introduce recent research on China HRIR in this seminar. Rather than focus on specific topics (such as Staffing, Training, and Development of Human Resources,

Performance Management, Compensation and Benefits, Labor Movement, E-HR, and International HRM, which will be dealt with in another seminar) , I take a macro-perspective that is significantly different from micro approaches often seen in OB and I/O Psychology. This seminar will be delivered in guided discussion sessions, and your consummate effort and active participation are strongly encouraged.

三、课程目标（包括学生所提高的技能要求）

Seminar participants are expected to understand, make critical observations and comments on, and gain creative insights in, the basic issues examined in this seminar. You will also be able to organize, present, and justify a recommendation while leading or participating discussion sessions. My main purpose of designing and delivering this HRM seminar is to educate participants what we can learn from studying these classical or popular journal papers. Specifically, I would like to instruct doctoral students the following knowledge and skills: how did those leading scholars in HRIR approach their questions, establish theoretical frameworks, design various methods, conduct research, analyze data, and finally present their research work? All doctoral students at GSM, by IPHD Program design, have to write a dissertation to demonstrate their qualification in order to earn a degree from our GSM OM Dept. Therefore, this seminar would be a necessary stage to help doctoral students in HR/OB major to make progresses towards that goal.

四、内容提要及学时分配

This is a tentative schedule, given the fact that there are numerous papers in HRIR deemed as must-read. I will make adjustments among weeks, if most of us think that necessary.

Week 1: September 10, 2013

Course Introduction and Administrative Issues about the Seminar

Week 2: September 17, 2013

The Origins of Industrial Relations and Human Resource Management as a Research Field: questions, theories, and debates.

Reading:

Osterman, Paul. 2011. "Institutional Labor Economics, the New Personnel Economics, and Internal Labor Markets: A Reconsideration", *Industrial and Labor Relations Review*, Vol. 64, No. 4 (July 2011), pp. 637-653.

Kaufman, Bruce E. 2010. "The Theoretical Foundation of Industrial Relations and Its Implications for Labor Economics and Human Resource Management", *Industrial and Labor Relations Review*, Vol. 64, No. 1(October 2010), pp. 74-108.

Kaufman, Bruce E. 2001. "Human Resources and Industrial Relations: Commonalities and Differences". *Human Resource Management Review*, Vol. 11, pp. 339-374.

[Kaufman, Bruce E. 1989. "Models of Man in Industrial Relations Research", *Industrial and Labor Relations Review*, Vol. 43, No. 1, pp. 72-88.

Frege, Carola, John Kelly, and Patrick McGovern. 2011. "Richard Hyman: Marxism, Trade Unionism and Comparative Employment Relations", *British Journal of Industrial Relations*, Vol. 49, No.2 (June 2011), pp. 209–230.]¹

Week 3: September 24, 2013

Determinants of Human Resources Practices and Systems

Reading:

Kaufman, Bruce E. and Benjamin I. Miller. 2011. "The Firm's Choice of HRM Practices: Economics Meets Strategic Human Resource Management". *Industrial and Labor Relations Review*, Vol. 64, No. 3 (April 2011), pp.526-557.

Chi. Wei, Richard B. Freeman, and Morris M. Kleiner. 2011. "Adoption and Termination of Employee Involvement Programs". *LABOUR: Review of Labour Economics & Industrial Relations*, Vol. 25, No. 1(Mar2011), pp. 45-62.

Ridder ,Hans-Gerd, Alina McCandless Baluch, and Erk P. Piening. 2012. "The whole is more than the sum of its parts? How HRM is configured in nonprofit organizations and why it matters". *Human Resource Management Review*. Vol. 22, pp. 1–14.

[Ortega, Jaime. 2009. "Why do employers give discretion? Family versus performance concerns". *Industrial Relations*, Vol. 49. No.1 (January 2009), pp. 1-26.

Lynch, Lisa M. 2007. "The Adoption and Diffusion of Organizational Innovation: Evidence for the U.S. Economy". *IZA Discussion Paper No. 2819*]

Week 4: October 1, 2013

Seminar Session cancelled due to the National Day Holidays, according to the PKU 2013-2013 Calendar.

Week 5: October 8, 2013

Consequences of Human Resources Practices and Systems

Reading:

¹ Papers put in brackets are suggested to read, but not mandatorily required.

Huselid, Mark A. 1995. "The Impact of Human Resource Management on Turnover, Productivity, and Corporate Financial Performance", *Academy of Management Journal*, Vol. 38, No. 3, pp. 635-672.

Ichniowski, Casey, Kathryn Shaw, Giovanna Prennushi. 1997. *The American Economic Review*, Vol. 87, No. 3, pp. 291-313.

Buller, Paul F. and Glenn M. McEvoy. 2012. "Strategy, human resource management and performance: Sharpening line of sight", *Human Resource Management Review*. Vol. 22, pp. 43–56.

[Chadwick, Clint, Ji-Young Ahn, and Kiwook Kwon. 2012. "Human Resource Management's Effects on Firm-Level Relative Efficiency", *Industrial Relations*, Vol. 51. No.3, pp. 704-730.

Chadwick, Clint. 2010. "Theoretic insights on the nature of performance synergies in human resource systems: Toward greater precision", *Human Resource Management Review*. Vol. 20, pp. 85–101.

Laurson, Keld, and Nicolai J. Foss. 2003. "New human resource management practices, complementarities and the impact on innovation performance", *Cambridge Journal of Economics*, Vol. 27, pp. 243-263.]

Week 6: October 15, 2013

The Research Agenda and Methodological Issues in HRM

Reading:

Thompson, Paul. 2011. "The trouble with HRM", *Human Resource Management Journal*, Vol. 21, No. 4, pp. 355–367.

Guest, David E.. 2011. "Human resource management and performance: still searching for some answers", *Human Resource Management Journal*, Vol. 21, No. 1, pp. 3–13.

Wilkinson, Adrian, and Geoffrey Wood. 2012. "Institutions and employment relations: The state of the art". *Industrial Relations*, Vol. 51, No. S1 (April 2013), pp. 373-388.

Huselid, Mark A. and Brian E. Becker. 1996. "Methodological Issues in Cross-sectional and Panel Estimates of the Human Resource-Firm Performance Link", *Industrial Relations*, Vol. 35. No.3, pp. 400-422.

[Wright, Patrick M. and Wendy R. Boswell. 2002. "Desegregating HRM: A review and synthesis of micro and macro human resource management". *Journal of Management*, Vol. 28, No. 3, pp 247-276.

Steinmetz ,Holger, Christian Schwens, Marius Wehner, and Rüdiger Kabst. 2011. "Conceptual and methodological issues in comparative HRM research: The Cranet project as an example". *Human Resource Management Review*, Vol. 21,

pp. 16–26.]

Week 7: October 22, 2013

Strategic HRM and the High-Performance (or High-Involvement, High-Commitment, Innovative) Work Systems/Practices

Reading:

Tomer, John F. 2001. “Understanding High-Performance Work Systems: The Joint Contribution of Economics and Human Resource Management,” *The Journal of Socio-Economics*, Vol. 30, pp. 63-73.

Cappelli, Peter, and David Neumark. 2001. “Do ‘High-Performance’ Work Practices Improve Establishment-Level Outcomes?” *Industrial and Labor Relations Review*, Vol. 54, No. 4, pp. 737-775.

Kaufman, Bruce E. 2010. “SHRM Theory in the Post-Huselid Era: Why It Is Fundamentally Misspecified”. *Industrial Relations*, Vol. 49, No. 2 (April 2010), pp. 286-313.

Wright, Patrick M. and Gary C. McMahan. 2011. “Exploring human capital: putting human back into strategic human resource management”. *Human Resource Management Journal*, Vol. 21, No. 2, pp 93-104.

[Boxall, Peter, and Keith Macky. 2009. “Research and theory on high-performance work systems: progressing the high-involvement stream”. *Human Resource Management Journal*, Vol. 19, No. 1, pp. 3–23.

Godard, John, and John T. Delaney. 2000. “Reflections on the ‘High Performance’ Paradigm’s Implications for Industrial Relations as a Field”, *Industrial and Labor Relations Review*, Vol. 53, No. 3, pp. 482-502;

Kochan, Thomas A. 2000. “On the Paradigm Guiding Industrial Relations Theory and Research: Comment on John Godard and John T. Delaney, “Reflections on the ‘High Performance’ Paradigm’s Implications for Industrial Relations as a Field”, *Industrial and Labor Relations Review*, Vol. 53, No. 4, pp. 704-711.]

Week 8: October 29, 2013

Researches on China HRIR

Reading

Zhao, Shuming, and Du Juan. 2012. “Thirty-two years of development of human resource management in China: Review and Prospects”. *Human Resource Management Review*, Vol. 22, pp. 179-188.

Liu, Mingwei. 2010. “Union organization in China: Still a monolithic labor movement?” *Industrial and Labor Relations Review*, Vol. 64, No. 1 (October 2010), pp. 30-52.

Umney, Charles. 2011. "The international labour movement and China". *Industrial Relations Journal*, Vol. 42, No. 4, pp. 322-338.

[Gamble, Jos. 2006. "Introducing Western-style HRM practices to China: Shopfloor perceptions in a British multinational". *Journal of World Business*, Vo41, pp. 328-343;

Li, Min and Paul Edwards. 2008. "Work and pay in small Chinese clothing firms: a constrained negotiated order". *Industrial Relations Journal*, Vol. 39, No. 4, pp. 296-313.

Nichols, Theo, and Zhao Wei. 2010. "Disaffection with trade unions in China: some evidence from SOEs in the auto industry". *Industrial Relations Journal*, Vol. 41, No. 1, pp. 19-33.

Yang, Baiyin. 2012. "Confucianism, socialism, and capitalism: A comparison of cultural ideologies and implied managerial philosophies and practices in the P. R. China". *Human Resource Management Review*, Vol. 22, pp. 165–178.]

Week 9: November 5, 2013

Fundamental Issues in HRIR (I): Concern for Employees

Reading:

Godard, John. 2010. "What is best for workers? The implications of workplace and human resource management practices revisited". *Industrial Relations*, Vol. 49, No. 3 (July 2010), pp. 466-488.

Van Buren III, Harry J., Michelle Greenwood, and Cathy Sheehan. 2011. "Strategic human resource management and the decline of employee focus". *Human Resource Management Review*, Vol. 21, pp. 209–219.

Hamermesh, Daniel S. and Jeff E. Biddle. 1994. "Beauty and the labor market" *American Economic Review*, Vol. 84, No. 5 (December 1994), pp. 1174-1194.

[Zannoni ,Diane C. and Edward J. Mckenna. 2007. "The right to a job: a Post Keynesian perspective". *Journal of Post Keynesian Economics*, Vol. 29, No. 4 (Summer 2007), pp. 555-571.

Hilgert, Jeff. 2009. "Mapping the Boundaries of Human Rights at Work: Questioning How the ILO Defines Labor Rights and Social Justice". *Labor Studies Journal*, Vol. 34, No. 1 (March 2009), pp. 21-38.

Gross, James A. 2012. "The human rights movement at U.S. workplace: Challenges and Changes" *Industrial and labor Relations Review*, Vol. 65, No. 1 (January 2013), pp. 3-16.]

Week 10: November 12, 2013

Fundamental Issues in HRIR (II): Concern for Employers

Reading:

Dencker, John C. 2012. "Why do firms lay off and why?" *Industrial Relations*, Vol. 51, No. 1 (January 2013), pp. 152-169.

Rousseau, Denise M. and Eric G. R. Barends. 2011. "Becoming an evidence-based HR Practitioner". *Human Resource Management Journal*, Vol. 21, No. 2, pp. 221-235.

Heery, Edmund, and Melanie Simms. 2010. "Employer responses to union organising: patterns and effects". *Human Resource Management Journal*, Vol. 20, No. 1, pp. 3-22.

Cappelli, Peter, and Monika Hamori. 2008. "Are franchises bad employers?" *Industrial and Labor Relations Review*, Vol. 61, No. 2 (January 2008), pp. 147-162.

[Cooke, William N. 2008. "Integrating Human Resource and Technological Capabilities: The Influence of Global Business Strategies on Workplace Strategy Choices". *Industrial and Labor Relations Review*, Vol. 46, No. 2 (April 2007), pp.241-270.]

Week 11: November 19, 2013

Fundamental Issues in HRIR (III): Concern for Other Stakeholders

Reading:

Brochu, Pierre, and Luis-Philippe Morin. 2012. "Union membership and perceived job insecurity: Thirty years of evidence from the American General Social Survey". *Industrial and Labor Relations Review*, Vol. 65, No. 2 (April 2013), pp. 263-285.

Pellizzari, Michele. 2011. "Do friends and relatives really help in getting a good job?" *Industrial and Labor Relations Review*, Vol. 63, No. 3 (April 2010), pp. 494-510.

Nolan, Peter. 2011. "Money, markets, meltdown: the 21st-century crisis of labour". *Industrial Relations Journal*, Vol. 42, No. 1, pp. 2-17.

[Brandl, Bernd, and Franz Traxler. 2011. "Labour relations, economic governance and the crisis: Tuning the tide again?" *Labor History*, Vol. 52, No.1 (February 2011), pp. 1-22.

Storm, Servaas, and C. W. M. Naastepad. 2009. "Labor market regulations and productivity growth: Evidence for twenty OECD countries (1984-2004)". *Industrial Relations*, Vol. 48, No. 4 (October 2009), pp. 629-654.]

Week 12: November 26, 2013

Final Exam (Term Paper)

五、教学方式

Discussion sessions will be the primary conducts for this doctoral seminar.

六、教学过程中 IT 工具等技术手段的应用

I don't need fancy IT technologies in this course, except I may show students some pictures that may invoke research questions.

七、教材

Selected journal articles appeared in ILRR, IR, BJIR, HRMR, IHRM, JM, AOMJ, etc.

八、参考书目

1. Baron, James N., and David M. Kreps. 1999. *Strategic Human Resources: Frameworks for General Managers*. John Wiley & Sons, Inc., New York. (highly recommended)
2. Lazear, Edward P. 1998. *Personnel Economics for Managers*, John Wiley & Sons, Inc. New York. (highly recommended)
3. Begin, James P. 1997. *Dynamic Human Resource Systems: Cross-National Comparisons*, de Gruyter Studies in Organization 79, Berlin, New York: de Gruyter.
4. [John W. Budd: *Employment with a Human Face: Balancing Efficiency, Equity, and Voice*, 2004, Cornell University Press.]

九、教学辅助材料，如 CD、录影等

There are no other supporting materials needed for this course.

十、课程学习要求及课堂纪律规范

All registered seminar participants have to follow the course schedule agreed upon first lecture, and prepare the discussion as required in advance. Students who skipped the classroom meeting three times for no legitimate reasons will fail this course, and must retake it next academic year.

十一、学生成绩评定办法（需详细说明评估学生学习效果的方法）

Course grade: 60% Final (paper),15% participation, 25% presentations. The paper will be evaluated for the thoroughness of ideas, the care taken in exploring actual cases in light of theoretical concepts, clarity of exposition, and the general presentation of ideas. Participation will be evaluated for the extent of preparation for class discussion and active participation in it. The presentations will be evaluated for clarity, and for responsiveness to questions and comments.