

## Advanced Topics in Human Resources Management

Course No : 02813200

Credit : 2

Prerequisite : HRM Seminar, OT, and OB

Program : Postgraduate

Instructor : 张一弛

Semester : 2015 Spring

### Instructor's resume/brief introduction(Within 500 words) :

张一弛老师教学领域和研究方向是战略人力资源管理和商业模式与竞争优势等。研究成果发表于《管理世界》、《经济科学》、《中国工业经济》、《南开管理评论》、International Journal of Human Resource Management, Human Resource Management, Journal of Organizational Behavior 等。研究成果曾获北京大学科研成果一等奖和北京市哲学与社会科学研究成果二等奖。对企业人力资源管理实践较熟悉，在高层管理培训和管理咨询方面有些经验。曾为 SAMSUNG、COSCO 和招商银行等公司提供管理咨询和培训。长期担任北京大学光华管理学院 EMBA 及 EDP 项目和 MBA 项目战略人力资源管理课程的主讲教授。现任《经济科学》、Journal of Chinese Human Resource Management 和 Human Resource Development Quarterly 编委，是 IACMR 会员。现兼任北京大学中小企业中心副主任和光华管理学院创新与创业中心执行主任。



### Instructor's contact information :

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### TA's contact information:

#### Office hour:

By appointment

Seminar Venue: Classroom 215, GSM Building #1

Seminar Session Time: 13:00 – 16:00, Monday, First class meeting on March 2, 2015.

### Program Learning Goals and Objectives

**Learning Goal 1** Graduates will be thoroughly familiar with the specialized knowledge and theories required for the completion of academic research.

- a) Objective 1 Graduates will have a deep understanding of basic knowledge and theories in their specialized area.
- b) Objective 2 Graduates will be familiar with the latest academic findings in their specialized area and will be knowledgeable about related areas.
- c) Objective 3 Graduates will be familiar with research methodologies in their specialized area, and will be able to apply them effectively.

**Learning Goal 2** Graduates will be creative scholars, who are able to write and

- publish high-quality graduation dissertation and research papers.
- d) Objective 1 Graduates will write and publish high-quality graduation dissertation and research papers
  - e) Objective 2 Graduates will be critical thinkers and innovative problems solvers.

**Learning Goal 3** Graduates will have a broad vision of globalization and will be able to communicate and cooperate with international scholars

- f) Objective 1 Graduates will have excellent oral and written communication skills
- g) Objective 2 Graduates will be able to conduct efficient academic communication in at least one foreign language

**Learning Goal 4** Graduates will be aware of academic ethics and will have a sense of social responsibility.

- h) Objective 1 Graduates will have a sense of social responsibility.
- i) Objective 2 Graduates will be aware of potential ethical issues in their academic career.
- j) Objective 3 Graduates will demonstrate concern for social issues.

### **Course Overview**

Advanced Topics in Human Resources Management is a seminar course designed for the second year IPHD students majored in HR/OB in Guanghua School of Management at Peking University. Built upon the HRM Seminar course provided last semester, which serves as a through survey on the up-to-date academic publications in each HRM functional area, the Advanced Topics in HRM will emphasize more on the balances between practices and theories, between micro and macro level analysis, and between classic and the newest pieces in the area. The content will aim at invoking the seminar participants' deep interests in either academic or practical arenas. Corresponding to the expectations of the some participants who are going to enter their professional career right after this course, our discussions on some topics will be relatively practice-oriented to some extent. Thus, we would focus on the HR rules, principals, policies, procedures, and practices (RPPs) adopted in the firms. In particular, we would like to explore systematically on how those RPPs are determined, how they are designed, how they are implemented in the workplace, and most importantly, how they will influence the bottom line of firms. Like before, this seminar will also be delivered in guided discussion sessions, and your consummate effort and active participation are strongly encouraged.

### **Course Objectives**

Seminar participants are expected to understand, make critical observations and comments on, and gain creative insights in, the selected issues examined in this seminar. You will also be able to organize, present, and justify a recommendation while leading or participating discussion sessions. Our main purpose of designing and delivering the

Advanced Topics in HRM is to expose participants to the various issues in and on HRM. Furthermore, I shall always challenge seminar participants to link the related theories with HR practices, and vice versa. Specifically, I would like to push participants explore such questions as: how will HRM interact with environment of the firm? How will HRM have an impact on the bottom line of firms? How can the organizations relate their HRM with other aspects of their business? How can executives be compensated more fairly? How well has academia understood the HRM practice? And hopefully, after this course all dedicated participants are able to significantly cut their trial error cycle in pursuing a role as HR professionals, should they choose to go to business world rather than academia. Of course, for those who want to make HR as their doctoral major and devote themselves into research, this seminar should largely enhance their understandings about the essence of conducting scientific research in the field.

### **Detailed Course Plan**

(This is a tentative schedule.)

Week 1: March 2, 2015

Course Introduction:

Current status in HRM research: Gap-spotting and EBM

Week 2: March 9, 2015

SHRM: representative papers

Week 3: March 16, 2015

SHRM: secondary data

Week 4: March 23, 2015

SHRM: Research design

Week 5: March 30, 2015

SHRM: Theory development

Week 6: April 6, 2015

Compensation management and firm performance

Week 7: April 13, 2015

Executive compensation and its determinants

Week 8: April 20, 2015

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HRM in innovative organizations

Week 9: April 27, 2015

HRM in Innovative organizations (cont.)

Week 10: May 4, 2015

HRM in innovative organizations (cont.)

Week 11: May 11, 2015

HRM-Performance linkage: Debate on causality and beyond

### **Teaching Methods**

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

### **IT tools to be used in the classroom**

### **Textbooks**

Selected journal papers from major academic outlets, which will be assigned one week beforehand.

### **References & Readings**

### **Videos, CD-ROMs and other adjunct learning resources used**

### **Rules students must follow**

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.

### **Course Assessment**

Course grading policy:

20% for active participation plus home works, 30% for leading presentations, and 50% for the term paper. The term 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.