



**The Leon Recanati Graduate School of Business Administration**

## 1243.3424.01 – Human Resource Management & Employee Relations

(Prerequisites: Managing People and Systems)

**Second Semester – 2018/19**

### Tentative and subject to change

Section	Day	Hour	Exam date	Lecturer	Email	Telephone
01	Tuesday	18:45-21:30	<a href="#">As posted on the list of exams</a>	Prof. Peter Bamberger	<a href="mailto:peterb@post.tau.ac.il">peterb@post.tau.ac.il</a>	

**Teaching Assistant (TA):** Oneg Shiloh ([oneg.shiloh@gmail.com](mailto:oneg.shiloh@gmail.com))

**Office Hours:** By appointment

**THIS COURSE WILL BE TAUGHT IN ENGLISH** (but all assignments may be submitted in Hebrew)

### Course Units

2 course unit = 8 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

### Course Description

This course is designed as an introduction to human resource managers for general managers. The intent of the course is not to provide technical skills in human resource management, but rather to provide a strategic framework for understanding human resource management.

### Course Objectives

The course seeks to present human resource management as a strategic issue no less significant than the management of any other organizational strategic asset. Day-to-day human resource quandaries are discussed in the context of mainstream economic, psychological and sociological theory. By the end of the course, students should have a good understanding of the contingencies that need to be considered in the design of human resource systems that are congruent with and supportive of particular business strategies.

## Evaluation of Student and Composition of Grade

Percentage	Assignment	Submission Date	Group Size
10	Two quizzes on case studies		INDIVIDUAL
30	Exam		INDIVIDUAL
60	Final Project	July 7, 2018	3-4

\* According to University regulations, participation in all classes of a course is mandatory (Article 5).

\* Students who absent themselves from classes or do not actively participate in class may be removed from the course at the discretion of the lecturer. (Students remain financially liable for the course even if they are removed.)

## Course Assignments

Part (1): SURPRISE quizzes on two case studies (10% of final grade)

In order to make sure that students come prepared to discuss the case studies in class, there will be two surprise quizzes during the course of the semester on the case studies. Each quiz will consist of no more than 5 multiple choice questions. **We will count the highest of the two quiz grades** such that if you happen to miss a class when a quiz is given, you will still have an opportunity to earn these 10 points.

Part (2): Final Exam (30% of final grade)

The exam will be based on short-answer questions. Questions will largely be based on material discussed in class. The exam will be given at the end of the last class meeting.

Part (3): Final Project (60% of final grade)

These are to be done **IN TEAMS of 3-4 students**. You should view this project as an exercise in practical research. **You must present a 1 paragraph summary of your proposed project by the 7<sup>th</sup> week of the course for approval.** This proposal should: (a) specify the organization you intend to study, (b) highlight the problems to be addressed, and (c) specify at least 2 main articles per problem that will be used as a basis for the paper.

### IF YOU ARE DOING THE COURSE AS YOUR PROJECT COURSE:

Your report should be *no longer than 16 pages long* (double spaced, 12 point, Times-New Roman type, 1 inch margins on top, bottom and sides). The first four pages should present the general HR context of the organization you examine and should be written as a group. The remaining 12 pages should present the analyses prepared by each group member (no more than 4 pages per member in a group of 3; no more than 3 pages per group member in a group of 4) as detailed below.

As a research project, your grade will be strongly influenced by the degree to which you ground each of your interpretations and suggestions on the relevant research literature (as cited in the text). **Papers that fail to ground their ideas, interpretations and conclusions on the basis of theory and empirical research literature will be penalized up to 30 points.**

**The final project is due on the last day of the semester. For each week delay, 5 points will be deducted from the project grade.**

### The project requires that you do the following:

- BRIEFLY (up to 4 pages) and *AS A TEAM*, describe each of the following HR subsystems following the approach covered in class:
  - Talent Management Subsystem (staffing, training & development)
  - Performance Evaluation and Management Subsystem

- Reward/Compensation Subsystem
- Employee Relations Subsystem
- Each team member must then identify **one** core problem in the design or implementation of a particular HR policy or practice associated with one of these four subsystems.
- Each team member should explain why they view this policy or practice as problematic. Use the required and recommended readings to reinforce your arguments by citing evidence regarding the adverse impact associated with this particular policy or practice in other organizations. **Be sure that the studies that you cite demonstrate that you have undertaken a thorough review of the relevant literature.**
- Using the required and recommended readings (and using an approach similar to that which we used in analyzing the Merck case), each team member should diagnose the problem and identify its root elements and causes.
- Again using the required and recommended readings, present one or two alternative strategies for addressing this problem. Be sure to defend the advantages of your proposed solution on the basis of theory and/or empirical findings. Additionally, be sure to highlight the limitations of (and risks inherent to) your proposed solution, again defending your arguments on the basis of theory and/or empirical findings included in the required and recommended readings.

#### IF YOU ARE TAKING THE COURSE AS A REGULAR COURSE OR AS A PREREQUISITE FOR THE HR PRACTICUM:

You need only submit the first four pages of the paper as described above, that is, in four pages describe each of the following HR subsystems following the approach covered in class:

- Talent Management Subsystem (staffing, training & development)
- Performance Evaluation and Management Subsystem
- Reward/Compensation Subsystem
- Employee Relations Subsystem

You will still be expected to ground your interpretations and suggestions on the relevant research literature (as cited in the text). **Papers that fail to ground their ideas, interpretations and conclusions on the basis of theory and empirical research literature will be penalized up to 30 points. The final project is due on the last day of the semester. For each week delay, 5 points will be deducted from the project grade.**

## Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the Faculty website.

<https://coller.tau.ac.il/MBA-students/programs/2018-19/MBA/regulations/exams>

## Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey to evaluate the instructor and the course, to provide feedback for the benefit of the students, the teachers and the university.

## Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

## Course Outline\*

Week	Date	Topic(s)	Required Reading (Those highlighted in Yellow are likely to be covered in the exam)	Submissions
1&2	5.3 12.3	HR Strategy	<ul style="list-style-type: none"> <li>• BB&amp;M Chaps. 1 and 7</li> <li>• Jiang, K., Lepak, D.P., Hu, J. &amp; Baer, J.C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. <i>Academy of Management Journal</i>, 55, 1264-1294.</li> <li>• Hammonds K. H. (2005). Why We Hate HR. <i>Fast Company</i>, 97: 40</li> <li>• JetBlue Airways: Starting From Scratch” HBS 9-801-354</li> </ul>	JetBlue Airways – <b><u>NO QUIZ, BUT READ FOR FIRST CLASS MEETING</u></b>
3&4	19.3 26.3	The Employment Relationship	<ul style="list-style-type: none"> <li>• BB&amp;M Chap. 3</li> <li>• DeOrtentiis, P.S., Van Iddekinge, C.H., Ployhart, R.E. &amp; Heetderks, T.D. (2018). “Build or Buy? The Individual and Unit-Level Performance of Internally Versus Externally Selected Managers Over Time” <i>Journal of Applied Psychology</i></li> <li>• United Parcel Service” HBS 9-488-016</li> </ul>	United Parcel Service
5-7	2.4 9.4 16.4	People Flow Subsystem	<ul style="list-style-type: none"> <li>• Kulik - Chapters 3-5 (pages 29-82)</li> <li>• Menkes, J. (2005). Hiring for smarts. <i>Harvard Business Review</i>, 83(11): 100–109.</li> <li>• Allen, D.G., Bryant, P.C., &amp; Vardaman, J. M. (2010). Retaining Talent: Replacing misconceptions with evidence-based strategies. <i>Academy of Management Perspectives</i>, 24, 48-64.</li> <li>• Gladwell, M. (2009). “Most Likely to Succeed: How Do We Hire When We Can’t Tell Who’s Right for the Job??” in <i>What the Dog Saw</i>. New York: Little Brown.</li> <li>• Gladwell, M. (2009). “The Talent Myth: Are Smart People Overrated?” in <i>What the Dog Saw</i>. New York: Little Brown.</li> <li>• Gladwell, M. (2009). “The New-Boy Network: What Do Job Interviews Really Tell Us?” in <i>What the Dog Saw</i>. New York: Little Brown.</li> <li>• Fernandez-Araoz, C., Groysberg, B., &amp; Nohria, N. (2009, May). The Definitive Guide to Recruiting in Good Times and Bad. <i>Harvard Business Review</i>, 87 (5)</li> <li>• Bitstream” HBS 5-898-255</li> </ul>	Bitstream
8 & 9	30.4 7.5	Performance Management	<ul style="list-style-type: none"> <li>• Levy, PE, Tseng, ST, Rosen, CC &amp; Lueke, SB. (2017). Performance Management: A Marriage between Practice and Science – Just Say “I do. <i>Research in Personnel and Human Resources Management</i>. Published online: 25 Jul 2017; 155-213.</li> </ul>	Merck & Co., Inc.

Week	Date	Topic(s)	Required Reading (Those highlighted in Yellow are likely to be covered in the exam)	Submissions
			<p><a href="https://doi.org/10.1108/S0742-730120170000035005">https://doi.org/10.1108/S0742-730120170000035005</a></p> <ul style="list-style-type: none"> <li>Kim, K. Y., Atwater, L., Patel, P. C., &amp; Smither, J. W. (2016). Multisource Feedback, Human Capital, and the Financial Performance of Organizations. <i>Journal of Applied Psychology</i>. Advance online publication. <a href="http://dx.doi.org/10.1037/apl0000125">http://dx.doi.org/10.1037/apl0000125</a></li> <li>Buckingham, M., &amp; Goodall, A. (2015). Reinventing performance management. <i>Harvard Business Review</i>, 93(4), 40-50.</li> <li>GE Re-engineers Performance Reviews, Pay Practices (WSJ article)</li> <li>"Merck &amp; Co., Inc. - A" HBS 9-491-005</li> </ul>	
10-11	14.5 21.5	Compensation Basics	<ul style="list-style-type: none"> <li>BB&amp;M Chap. 5 (Required)</li> <li>Shaw, J. D. (2014). Pay dispersion. <i>Annual Rev. Organ. Psychol. Organ. Behav.</i>, 1(1), 521-544.</li> <li>Beer, M., Cannon, MD, Baron, JN, et al. (2004). Promise and peril in implementing pay-for-performance. <i>Human Resource Management</i>, 43: 3-48.</li> <li>Camp, Dresser &amp; McGee: Getting Incentives Right" HBS 9-902-122</li> </ul>	Camp, Dresser & McGee
12-13	28.5 4.6	Pay for Performance	<ul style="list-style-type: none"> <li>Gerhart, B., Rynes, S., &amp; Fulmer, I. (2009). Pay and Performance: Individuals, Groups, and Executives. <i>Academy of Management Annals</i> (3), 251-315.</li> </ul>	GUEST LECTURE ON COMP AT STRATYSYS (tentative)
14	11.6	Employee Relations  <b>Short in-class exam</b>	<ul style="list-style-type: none"> <li>BB&amp;M Chap. 6</li> <li>Doucoulagos, C. &amp; LaRoche, P. (2003). What do unions do to productivity? A Meta-analysis. <i>Industrial Relations</i>.42:650-691.</li> <li>"Sprint-La Conexion Familiar A" HBS 97C001</li> </ul>	Sprint

\*Subject to change

## Required Reading

Most readings come from:

Bamberger, P.A., Biron, M. and Meshulam, I. (2014) Human Resource Strategy: Formulation, Implementation and Impact. New York: Routledge. (Referred to below as BB&M).

Other required readings specified in weekly assignment table above.

## Recommended Reading

### **Meetings 3&4: The Employment Relationship**

Recommended Readings:

1. Datta, D.K, Guthrie, J.P. & Wright, P.M. (2005). Human resource management and labor productivity: Does industry matter? *Academy of Management Journal*. Vol.48, Iss. 1; pg. 135
2. Collins, C.J. & Clark, K.D. (2003) Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. *Academy of Management Journal*. Vol.46, Iss. 6; pg. 740
3. Park, T.-Y., & Shaw, J. D. (2012, December 17). Turnover Rates and Organizational Performance: A Meta-Analysis. *Journal of Applied Psychology*. Advance online publication. doi: 10.1037/a0030723
4. Guest, D.E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. *Journal of applied psychology*. Volume 53, 4, pp. 541-555(15)
5. Lepak, D.P. & Snell, S.A. (2001) "The human resource architecture: toward a theory of human capital allocation and development" *The Academy of management journal*, vol.24, iss. 1. p.31
6. Charles A. O'Reilly & Jeffrey Pfeffer: Hidden value. Harvard Business School, 2000. Chap. 10.

### **Meetings 5 – 7: People-Flow Subsystem**

Recommended readings:

1. Castilla, E.J. "Social networks and employee performance in a call center. *American Journal of Sociology*, 110: 1243-83.
2. Anderson, N., Lievens, F., Van Dam, K. & Ryan, A.M. (2004). Future perspectives on employee selection: Key directions from future research and practice. *Journal of applied psychology* Volume 53, Number 4, pp. 487-501(15)
3. Tam, P.A, Murphy, K.R & Lyall, J.T. (2004). Can changes in differential dropout rates reduce adverse impact? A computer simulation study of a multi-wave selection system. *Personnel psychology*. Vol.57, Iss. 4; pg. 905, 30 pgs
4. Hausknecht, J.P., Day, D.V.& Thomas, S.C. (2004). Applicant reactions to selection procedures: An updated model and meta-analysis. *Personnel psychology*. Vol.57, Iss. 3; pg. 639, 45 pgs
5. Collins, C.J.& Han, J. (2004). Exploring applicant pool quantity and quality: the effects of early recruitment practice strategies corporate advertising, and firm reputation. *Personnel psychology*, Vol.57, Iss. 3; pg. 685, 33 pgs
6. Allen. D.G., Van Scotter, J.R, Otondo, R.F. (2004). Recruitment communication medial: Impact on prehire outcomes. *Personnel Psychology*. Vol.57, Iss. 1; pg. 143, 29 pgs
7. Allen. D.G., Biggane, J.E. & Pitts, M. (2013). Reactions to Recruitment Web Sites: Visual and Verbal Attention, Attraction, and Intentions to Pursue Employment, *Journal of Business and Psychology*, 28, 263-285.
8. Earnest, D. R., Allen, D. G. and Landis, R. S. (2011), Mechanisms linking realistic job preview with turnover: A meta-analytic path analysis. *Personnel Psychology*, 64: 865–897.

### **Meetings 8 & 9: Performance Evaluation & Management**

Recommended readings:

1. DeNisi, A.S. & Sonesh, S. (2011). The appraisal and management of performance at work . Pp. 255-279 in *The APA Handbook of Industrial and Organizational Psychology, Vol 2: Selecting and Developing Members for the Organization*. Washington, DC, US: American Psychological Association.
2. Van Dijk, D., & Kluger, A. N. (2011). Task type as a moderator of positive/negative feedback effects on motivation and performance: A regulatory focus perspective. *Journal of Organizational Behavior*, 32(8), 1084-1105. doi: 10.1002/job.725
3. Bamberger, P. (2007) Competitive appraising: A social dilemma perspective on the conditions in which multi-round peer evaluation may result in counter-productive team dynamics." *Human Resource Management Review*, 17, 1-18.
4. Smither, J.W, London, M.& Reilly, R.R. (2005). Does performance improve following multi source feedback? A theoretical model, meta-analysis, and review of empirical findings. *Personnel Psychology*, Vol.58, Iss. 1; pg. 33, 34 pgs

5. Scullem, S.E., Bergey, P.K. & Aiman-Smith, L. (2005). Forced distribution rating systems and the improvement of workforce potential: A baseline simulation. *Personnel Psychology*. Vol.58, Iss. 1; pg. 1, 32 pgs
6. Bono, J.E. & Colbert, A.E. (2005). Understanding responses to multi-source feedback: the role of core self-evaluations. *Personnel psychology*. Vol.58, Iss. 1; pg. 171, 33 pgs
7. Den Hartog, D.N, Boselie, P. & Paauwe, J. (2004). Performance Management: A Model and Research Agenda. *Journal of applied psychology*. Volume 53, Number 4, pp. 556-569(14)

### **Meetings 10 & 11: Compensation**

Recommended reading:

1. Brown, M. P., Sturman, M. C., & Simmering, M. J. (2003). Compensation policy and organizational performance: The efficiency, operational, and financial implications of pay levels and pay structure. *Academy of Management Journal*, 46(6), 752-762.
2. Blue, G. & Bordia, P. (2003). Moderating Effect of Allocentrism on the Pay Referent Comparison–Pay Level Satisfaction Relationship. *Applied psychology*. Volume 52, Number 4, pp. 499-514(16)
3. Currall, S.C., Towler, A.J., Judge, T.A. & Kohn, L. (2005). Pay satisfaction and organizational outcomes. *Personnel psychology*. Vol.58, Iss. 3; pg. 613, 28 pgs
4. Belogolovsky, E., & Bamberger, P. A. (2014). Signaling in secret: Pay for performance and the incentive and sorting effects of pay secrecy. *Academy of Management Journal*, 57(6), 1706-1733.
5. Judge, T. A., Piccolo, R. F., Podsakoff, N. P., Shaw, J. C., & Rich, B. L. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal of Vocational Behavior*, 77(2), 157-167.
6. Park, S., & Sturman, M. C. (2015). Evaluating Form and Functionality of Pay-for-Performance Plans: The Relative Incentive and Sorting Effects of Merit Pay, Bonuses, and Long-Term Incentives. *Human Resource Management*.

### **Meeting 13: Employee Relations**

Recommended readings:

1. David-Blake, A., Broschak, J.P & George, E. (2003). Happy together? How using nonstandard workers affects exit, voice, and loyalty among standard employees. *Academy of Management Journal* . Vol.46, Iss. 4; pg. 475
2. Flynn, F.J. (2005). Identity orientations and forms of social exchange in organizations. *The academy of management review*. Vol.30, Iss. 4; pg. 737
3. Bendersky, C. (2003). Organizational dispute resolution systems: A complementarities model. *Academy of management review*. Vol.28, Iss. 4; pg. 643
4. Mills. P.K & Ungson, G.R. (2003). Reassessing the limits of structural empowerment: Organizational constitution and trust as controls. *Academy of management review*. .Vol.28, Iss. 1; pg. 143
5. Colella, A., Paetzold, R.L. & Belliveau, M.A. (2004). Factors affecting coworkers' procedural justice inferences of the workplace accommodations of employees with disabilities. *Personnel psychology*. Vol.57, Iss. 1.