Seminar in HR: Survey of Strategic Human Resource Management
Course Number: 16:545:612
Fall 2009
Mondays 9:30-12:00
Room 106

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Course Description

The purpose of this doctoral seminar is to examine the role of human resource management as a strategic element of organizations. In general, this will involve focusing on the "macro" side of managing people within organizations. While the more traditional topics of human resource studies (e.g., selection, training, job design, etc.) will be explored, they will not be the primary focus of this course. Rather, the aim of this course is to better understand how firms can use their human resource management practices to enhance individual and organizational performance. To that end, we will examine the emerging theoretical perspectives in strategic human resource management (SHRM), the contextual factors that influence the linkages between a firm's human resources and human resource practices with firm performance, intellectual capital, and the growing complexity of the employment relationship between organizations and employees.

Grading

Participation (15%): As with most doctoral seminars, the quality of the course is directly related to the quality of class discussion. Consequently, class participation will be graded on each student's degree of quality contribution toward class discussions. To ensure an informed discussion, students are expected to come to class prepared to discuss (not simply summarize) each article. Each week there will be a specified list of required readings (the required readings are marked with a '*' in the readings list). A list of suggested/additional readings is provided each week for those students interested in pursuing a topic in more detail. Students are encouraged, although not required, to read beyond the assigned readings and to bring to the class's attention research that informs and explores the day's issues. In preparing for class discussion, you may want to ask yourself some of the following questions:

- What is interesting about this article?
- What are the interesting research questions in this area of research?
- What are the strengths and weaknesses of the conceptual arguments and assumptions of this article?
- What are the strengths and weaknesses of the methodological approach used to test the research questions in this article?
- How does this article fit in with other articles on the topic?
- If you were doing research in the same content area as the article, what would you do next or differently?
- What does this article "have to do" with SHRM research?

In addition, for each class session a discussion leader/class facilitator will be assigned to help clarify key concepts, identify controversial or interesting issues, point out additional articles of particular relevance, and so on. Though all students are strongly encouraged to come to class with questions and issues to discuss, it is the role of the facilitator to prepare 2 or 3 critical questions per article for discussion. However, it is **NOT** the role of the facilitator to lead the entire discussion -- all students are expected to participate equally. We will determine who will be the facilitators for each class during the first class session. Depending on class size, students will be expected to lead 2-3 class sessions.

Article Critiques (15% - 3 critiques each worth 5%): To facilitate learning and scholarship, each student will conduct **3** (**three**) critical evaluations of articles that we read for class. These 3 page critiques will be based on your assessment of the theoretical and methodological quality of an article that is assigned for class reading. The articles that you choose will be up to you. The only requirement is that you may not submit critiques in successive weeks. It is important that you

receive my feedback on each of your critiques prior to submitting another one. These critiques will be collected at the end of the class period for which you have chosen to review an article. In general, these critiques should not be summaries or a re-hash of each article (we all have read the articles already); instead a good critique identifies the strengths and weaknesses of an article in terms of its contribution to the literature and identifies future research needs and opportunities.

Examination (35%): There will be one examination at the end of the course during the last scheduled class period that will emphasize the themes, trends, issues, and the like that are highlighted throughout the readings and class discussions. There will be two or three questions to be answered over a three-hour period. Answers will be graded on: (a) quality of insight brought to the question; (b) incorporation of relevant theory and research; and (c) integration across topic areas.

Research Paper (35%): Each student will investigate a topic of his/her choice in SHRM and write a high quality research paper that integrates past research and theory with new ideas about an issue. Originality, thoroughness, and scholarly thinking are the most important criteria for the research paper. These papers may involve data analysis or a conceptual contribution to the field of SHRM. Whatever the nature of the research paper, it must be of top-notch quality; this is an opportunity to develop a paper that is of publishable quality. All papers should be written in a format and structure suitable for submission to the top management journals (*Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Journal of Management, Journal of Applied Psychology, Personnel Psychology, Strategic Management Journal* etc.) and should not exceed 30 pages. Presentations will be made by each student during the second to last class period (December 7) and will follow the format of the academy of management meetings conference. The deadlines for the research paper are listed below.

- I. **Research Proposals**: A 3-5-page research proposal is due by week 5 (October 3). Aside from my feedback on these proposals, each proposal will also be distributed to another student in the course for review and critique. To ensure that everyone has time to consider and integrate this feedback into the papers, the feedback must be returned to me (via e-mail) no later than October 9. I will provide you with my feedback and the feedback from the student reviewer in class on October 12.
- II. **First Drafts**: Two copies of the first draft of the research paper are due by Week 11 (November 16). As with the proposals, one student in the class will review each paper (this will simulate an actual review that a manuscript would go through when submitted for publication). Reviews are due to me by November 21st. I will provide you with my feedback and the feedback from the student reviewer in class on November 23th.
- III. **Final Drafts**: Final due date to be determined during first class period. Each student must also submit a short written response to the review/editor comments with their final draft.

Course Schedule

Date	Topic	Deliverables
Sept. 7 -	Labor day	
Week 1	NO CLASS - Introduction to Strategic Human Resource Management	READ ON YOUR OWN – OUTSIDE OF
(Sept. 8)	(SHRM)	CLASS
	*Monday classes should meet on this day (Tuesday) for this one week but we will not be meeting this week).	
Week 2	Theoretical models within the field of SHRM	
(Sept. 14)		
Week 3	SHRM and the resource based view of the firm	
(Sept. 21)		
Week 4	Understanding the use of HRM systems and their determinants	
(Sept. 28)		
Week 5 (Oct 5)	Understanding the use of HRM systems and their determinants (Continued)	Research Paper Proposals Due (2 copies)
Oct 9		Review of Peer Research Proposals Due
Week 6	Performance implications of HRM systems – Direct effects	Comments on Proposals Returned in
(Oct 12)	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Class
Week 7	Performance implications of HRM systems – Contingency effects	
(Oct 19)	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Week 8	Performance implications of HRM systems (Continued)	
(Oct 26)		
Week 9	Methodological Issues in SHRM Research – What are we measuring?	
(Nov 2)		
Week 10	Methodological Issues in SHRM Research – How are we conducting	
(Nov 9)	SHRM research?	
Week 11	Topics: Determinants and consequences of employment variations	First Draft of Research Papers Due (2
(Nov 16)		copies)
Nov 21		Review of Peer First Draft Due
Week 12 (Nov 23)	Topics: Intellectual Capital	Comments on First Draft Returned in Class
Week 13	The future of SHRM – Recap of the readings	
(Nov 30)		
Week 14	Paper Presentations	
(Dec 7)		
Week 15	In-class examination	
(Dec 14)		
		Final Draft of Research Paper - Due Date To Be Determined

Reading List

Week 1: Introduction to Strategic Human Resource Management (SHRM)

- Miles, R., & Snow, C.C., 1984. Designing strategic human resources systems. <u>Organizational Dynamics</u>. Summer: 36-52.
- Pfeffer, J. 1995. Producing sustainable competitive advantage through the effective management of people. Academy of Management Executive, 9(1): 55-69.

Additional Readings:

- Devanna, Fombrun, Tichy, & Warren, 1982. Strategic planning and human resource management. <u>Human Resource</u> Management, 11-17.
- Devanna, M.A., Fombrun, C. & Tichy, N.M. 1981 Human resource management: A strategic perspective. <u>Organizational</u> Dynamics, (Winter) 9: 51-67.
- Duffey, J. 1988. Competitiveness and human resources. California Business Review, Spring, 3, 92-100.
- Dyer, L. 1983. Bringing human resources into the strategy formulation process. <u>Human Resource Management</u>, 22(3): 257-271.
- Dyer, L., & Holder, J. 1988. A strategic perspective of human resource management. In L. Dyer (ed.), <u>Human resource management: Evolving roles and responsibilities</u>, (pp. 1-35). Washington, DC: American Society for Personnel Administration/Bureau of National Affairs.
- Dyer, L., 1984. Linking human resources and business strategies. Human Resource Planning, 7(2): 79-84.
- Dyer, L., 1984. Studying human resource strategy: An approach and an agenda. Industrial Relations, 23(3): 156-169.
- Dyer, L. 1985. Strategic human resources management and planning. In K.M. Rowland, & G.R. Ferris (eds.), <u>Research in Personnel and Human Resource Management</u>, (pp. 1-30). Greenwich, CT: JAI Press.
- Fisher, C.D. 1989. Current and recurrent challenges in HRM. Journal of Management, June, 15(2): 157-180.
- Lawrence & Dyer, 1983. Dilemmas facing American industry. Renewing American Industry. (pp. 1-16). New York, NY: Free Press.
- Mahoney, T.A., & Decktop, J.R., 1986. Evolution of concept and practice in personnel administration/human resource management. In J.G. Hunt & J.D. Blair (eds.), <u>Yearly Review of Management of the Journal of Management</u>, 12(2): 223-241.
- Pfeffer, J. 1998. <u>The human equation: Building profits by putting people first</u>. Boston, MA: Harvard Business School Press. (Chapter 2).
- Tichy, N.M., Fombrun, C.J., & Devanna, M.A., 1982. Strategic human resource management. <u>Sloan Management Review</u>, 23(2): 47-61.
- Walker, J.W., & Moorehead, G. 1987. CEOs: What they want from HRM. Personnel Administrator, December, 50-59.

Weeks 2-3: Theoretical Frameworks for SHRM

Week 2: Theoretical models within the field of SHRM

- Wright, P.M. & Snell, S.A. 1991. Toward an integrative view of strategic human resource management. <u>Human Resource Management Review</u>, 1(3): 203-225.
- Wright, P.M. & McMahan, G.C. 1992. Theoretical perspectives for strategic human resource management. Journal of Management, 18: 295-320.
- Lado, A.A. & Wilson, M.C., 1994. Human resource systems and sustained competitive advantage: A competency-based perspective. <u>Academy of Management Review</u>, 19 (4): 699-727.
- Snell, S.A., Youndt, M.A., & Wright, P.M. 1996. Establishing a framework for research in strategic human resource management: Merging resource theory and organizational learning. In G.R. Ferris (ed.), <u>Research in Personnel and Human Resources Management</u>. (pp. 61-90). Greenwich, CT: JAI Press.
- Wright, P.M., & Snell, S.A. 1998. Toward a unifying framework for exploring fit and flexibility in strategic human resource management. <u>Academy of Management Review</u>, 23(4): 756-772.

 McMahan, G.C., Virick, M. & Wright, P.M. 1999. Alternative theoretical perspectives for strategic human resource management revisited: Progress, problems, and prospects. In. Wright, P., Dyer, L., Boudreau, J., & Milkovich, G., (eds.), <u>Research in Personnel and Human Resource Management</u>, Supplement A. Greenwich, CT: JAI Press.

Week 3 - SHRM and the resource based view of the firm

- Dierickx, I. & Cool, K. 1989. Asset stock accumulation and sustainability of competitive advantage. <u>Management Science</u>, 35: 1504-1511.
- Reed, R., & DeFillipi, R.J. 1990. Causal ambiguity, barriers to imitation, and sustainable competitive advantage. Academy of Management Review, 15(1): 88-102.
- Barney, J. 1991. Firm resources and sustainable competitive advantage. Journal of Management. 17: 99-129.
- Wright, P.M., McMahan, G.C., & McWilliams, A. 1994. Human resources and sustained competitive advantage: A resource-based perspective. <u>International journal of Human Resource Management</u>, 5(2): 301-326.
- Coff, R. 1997. Human assets and management dilemmas: Coping with hazards on the road to resource-based theory. Academy of Management Review, 22(2): 374-402.
- Wright, P.M., Dunford, B.B., & Snell, S.A. 2001. Human resources and the resource based view of the firm. Journal of Management, 27: 701-721.

- Amit, R., & Schoemaker, P.J.H. 1993. Strategic assets and organizational rent. Strategic Management Journal, 14: 33-46.
- Barney, J., & Wright, P.M. 1998. On becoming a strategic partner: The role of human resources in gaining competitive advantage. <u>Human Resource Management</u>, 37 (1): 31-46.
- Barney, J., 1986. Strategic factor markets: Expectations, luck, and business strategy. <u>Management Science</u>, 32: 1231-1242.
- Barney, J., 2001. Is the resource-based "view" a useful perspective for strategic management research? Yes. <u>Academy of Management</u> Review, 26: 41-57.
- Boxall, P.F. 1996. The strategic HRM debate and the resource-based view of the firm. <u>Human Resource Management Journal</u>, 6: 59-75.
- Brewster, C. 1999. Different paradigms in strategic HRM: Questions raised by comparative research. . In P. Wright, L. Dyer, J. Boudreau, J., & G. Milkovich (eds.), <u>Research in Personnel and Human Resource Management</u>, Supplement A. Greenwich, CT: JAI Press.
- Collis, D.J., & Montgomery, C.A., 1995. Competing on resources: Strategy in the 1990s. <u>Harvard Business Review</u>, 73 (4): 118-129.
- Delaney, J.T., & Huselid, M.A., 1996. The impact of human resource management practices on perceptions of organizational performance. <u>Academy of Management Journal</u>, 39(4): 949-969.
- Dobbins, G.H., Cardy, R.I., & Carson, K. 1991. Examining fundamental assumptions: A contrast of person and system approaches to human resource management. In G.R. Ferris (ed.), <u>Research in Personnel and Human Resource Management</u>, Vol. 9 (pp. 1-38). Greenwich, CT: JAI Press.
- Ferris, G., Hochwarter, W., Buckley, M., Harrell-Cook, G., & Frink, D. 1999. Human Resources Management: Some New Directions. <u>Journal of Management</u>. 25 (3), 385-415. Abstract.
- Hall, R. 1992. The strategic analysis of intangible resources. Strategic Management Journal, 13: 135-144.
- Hamel, Doz, & Prahalad, 1989. Collaborate with your competitors and win. <u>Harvard Business Review</u>, January-February, 133-139.
- Henderson, R., & Cockburn, I. 1994. Measuring competence: Exploring firm effects in pharmaceutical research. <u>Strategic Management Journal</u>, 15: 63-84.
- Hitt, Bgierman, Simizu, Kochhar. 2001. Direct and moderating effects of human capital on strategy and performance in professional service firms: A resource based perspective, <u>Academy of Management Journal.</u>
- Kamoche, K. 1996. Strategic human resource management within a resource-capability view of the firm. <u>Journal of</u> Mangement Studies. 33(2): 213-233.
- Lado, A.A., Boyd, N.G., & Wright, P. 1992. A competency-based model of sustainable competitive advantage: Toward a conceptual integration. Journal of Management, 18: 77-91.
- Lengnick-Hall, C.A., & Lengnick-Hall, M.L., 1988. Strategic human resource management: A review of the literature and a proposed typology. Academy of Management Review, 13(3): 454-470.
- Leonard-Barton, D. 1992. Core capabilities and core rigidities: A paradox in managing new product development. <u>Strategic Management Journal</u>, 13: 111-125.

- Lippman, S.A., & Rumelt, R.P., 1982. Uncertain imitability: An analysis of interfirm differences in efficiency under competition. Bell Journal of Economics, 13 (2): 418-439.
- McGrath, R.G., MacMillan, I.C., & Venkataraman, S. 1995. Defining and developing competence: A strategic process paradigm. <u>Strategic Management Journal</u>, 16: 251-275.
- Mueller, F. 1996. Human resources as strategic assets: An evolutionary resource-based theory. <u>Journal of Management</u> Studies, 33: 757-785.
- Prahalad & Hamel, 1990. The core competence of the corporation. Harvard Business Review, May-June: 79-91.
- Priem, R.L., & Butler, J.E., 2001. Is the resource-based "view" a useful perspective for strategic management research? <u>Academy of Management</u> Review, 26: 22-40.
- Schultz, T.W. 1961. Investment in human capital. American Economic Review, 51: 1-17.
- Strober, M.H. 1990. Human capital theory: Implications for HR managers. Industrial Relations, 29: 214-239.
- Truss, C. & Gratton, L. 1994. Strategic human resources management: A conceptual approach. <u>International Journal of</u> Human Resources Management, 5(3): 663-686.

Weeks 4-5: The notion of best practices and high investment HRM systems – understanding HRM systems in their context

Week 4 - Understanding the use of HRM systems and their determinants

- Baird, L., & Meshoulam, I. 1988. Managing two fits of strategic human resource management. <u>Academy of Management Review</u>, 13(1): 116-128.
- Jackson, S.E., Schuler, R.S., & Rivero, J.C. 1989. Organizational characteristics as predictors of personnel practices. <u>Personnel Psychology</u>, 42: 727-786.
- Schuler, R. 1992. Strategic human resource management: Linking people with the needs of the business. Organizational Dynamics. 20: 19-32.
- Arthur, J.B. 1992. The link between business strategy and industrial relations systems in American steel minimills. <u>Industrial and Labor Relations Review</u>, 45(3): 488-506.
- Snell, S.A. & Dean, J. Jr., 1992. Integrated manufacturing and human resource management: A human capital perspective. <u>Academy of Management Journal</u>, 35(3): 467-504.
- Jackson, S.E., & Schuler, R.S., 1995. Understanding human resource management in the context of organizations and their environments. <u>Annual Review of Psychology</u>, 46: 237-264.

Week 5 - Understanding the use of HRM systems and their determinants (Continued)

- Baron, J.N., Devereaux-Jennings, P., & Dobbin, F.R. 1988. Mission control? The development of personnel systems in U.S. industry. <u>American Sociological Review</u>, 53: 497-514.
- Godard, J. 1997. Whither strategic choice: Do managerial IR ideologies matter? Industrial Relations, 36: 206-228.
- Kochan, T., McKersie, R., & Capelli, P. 1984. Strategic choice and industrial relations theory. <u>Industrial Relations</u>, 23(1): 16-39.
- Osterman, P. 1994. How common is workplace transformation and who adopts it? <u>Industrial and Labor</u> Relations Review, 47: 173-188.
- Pil, F.K., & MacDuffie, J.P. 1996. The adoption of high-involvement work practices. <u>Industrial Relations</u>, 35(3): 423-455.

- Baron, J.N., Burton, M.D., and Hannan, M.T. 1996 The road taken: The origins and evolution of employment systems in emerging high–technology companies. Industrial and Corporate Change, 5: 239-276.
- Bennett, N., Ketchen, D., & Schultz, E. 1998. An examination of factors associated with the integration of human resource management and strategic decision making. Human Resource Management, 37(1): 3-16.
- Cook, D.S., & Ferris, G.R., 1986. Strategic human resource management and firm effectiveness in industries experiencing decline. <u>Human Resource Management</u>, 25(3): 441-458.
- Dean, J. Jr., & Snell, S.A., 1991. Integrated manufacturing and job design: Moderating effects of organizational inertia. Academy of Management Journal, 34(4): 776-804.

- Dewar, R., & Werbel, J. 1979. Universalistic and contingency predictions of employee satisfaction and conflict. Administrative Science Quarterly, 24: 426-448.
- Devereaux-Jennings, P. 1994. Viewing macro HRM from without: Political and institutional perspectives. In G. Ferris (ed.), Research in Personnel and Human Resource Management, Vol. 12. (pp. 1-40). Greenwich, CT: JAI Press.
- Golden, K.A., & Ramanujam, W. 1985. Between a dream and a nightmare: On the integration of the human resource management and strategic business planning processes. <u>Human Resource Management</u>, 24(4): 429-452.
- Govindarajan, B. 1988, A contingency approach to strategy implementation at the business-unit level: Integrating administrative mechanisms with strategy. Academy of Management Journal, 31(4): 828-853.
- Gupta, A.K. 1984. Contingency linkages between strategy and general manager characteristics: A conceptual examination. <u>Academy of Management Review</u>, 9(3): 399-412.
- Guthrie, J.P., & Olian, J.D. 1991. Does context affect staffing decisions? The case of general managers. <u>Personnel Psychology</u>, 44 (2): 263-293.
- Huselid, M.A., 1995. The impact of environmental volatility on human resource planning and strategic human resource management. <u>Human Resource Planning</u>, 16: 35-51.
- McCune, J.T., Beatty, R.W., & Montagno. 1988. Downsizing: Practices in manufacturing firms. <u>Human Resource Management</u>, 27: 145-161.
- Milgrom, P., & Roberts, J., 1995. Complementarities and fit: Strategy, structure, and organizational change in manufacturing. Journal of Accounting and Economics, 19(4): 179-208.
- Napier, N.K. 1989. Mergers and acquisitions, human resource issues and outcomes: A review and suggested typology. Journal of Management Studies, 26(3): 271-190.
- Olian, J.D., & Rynes, S.L., 1984. Organizational staffing: Integrating practice with strategy. <u>Industrial Relations</u>, 23(2): 170-183.
- Schuler, R.S. 1989. Strategic human resource management and industrial relations. Human Relations, 42(2): 157-184.
- Schuler, R.S., & Jackson, S.E. 1987. Linking competitive strategies with human resource management practices. <u>Academy</u> of Management Executive, 1: 207-219.
- Schuler, R.S. & Jackson, S.E. 1989. Determinants of human resource management priorities and implications for industrial relations. <u>Journal of Management</u>, 15: 89-99.
- Snell, S.A., & Dean, J. Jr., 1994. Strategic compensation for integrated manufacturing: The moderating effects of jobs and organizational inertia. <u>Academy of Management Journal</u>, 37(5): 1109-1140.
- Snell, S.A. 1992, Control theory in strategic human resource management: The mediating effect of administrative information. Academy of Management Journal, 35(2): 292-327.

Weeks 6-8: Performance Implications of HRM systems

Week 6 – Direct Effects of HRM on performance

- Arthur, J.B. 1994. Effects of human resource systems on manufacturing performance and turnover. <u>Academy of Management Journal</u>, 37: 670-687.
- Huselid, M.A. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. <u>Academy of Management Journal</u>, 38 (3): 635-672.
- Ichniowski, C., Shaw, K., & Prennushi, G., 1997. The effects of human resource management practices on productivity: A study of steel finishing lines. <u>The American Economic Review</u>, June: 291-314.
- Cappelli, P., and Neumark, D. 2001. Do 'high-performance' work practices improve establishment-level outcomes? <u>Industrial and Labor Relations Review</u>, 54 (4): 737-775.
- Batt, R. 2002. Managing customer services: Human resource practices, quit rates, and sales growth. <u>Academy of Management Journal</u>, 45 (3): 587-597.
- Guthrie, J.P. 2002. High Involvement work practices, turnover, and productivity: Evidence from New Zealand. Academy of Management Journal.

Week 7 - Contingency factors of the HRM-Performance Relationship

• MacDuffie, J. P., 1995. Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. <u>Industrial and Labor Relations Review</u>, 48: 197-221.

- Wright, P.M., Smart, D., & McMahan,G.C., 1995. On the integration of strategy and human resources: An investigation of the match between human resources and strategy among NCAA basketball teams. <u>Academy of Management Journal</u>, 38: 1052-1074.
- Koch, M.J. & McGrath, R.G., 1996. Improving labor productivity: Human resource management policies do matter. Strategic Management Journal, 17: 335-354.
- Youndt, M.A., Snell, S.A., Dean, J.W. Jr., & Lepak, D.P. 1996. Human resource management, manufacturing strategy, and firm performance. <u>Academy of Management Journal</u>, 39(4): 836-866.
- Datta DK, Guthrie JP, & Wright PM, 2005, Human resource management and labor productivity: Does industry matter? Academy of Management Journal, 48: 135-145.

Week 8 – Contingent Configurations and recap of performance implications

- Delery, J. & Doty, 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. Academy of Management Journal, 39: 802-835.
- Ichniowski, C. Kochan, T.A., Levine, D., Olson, C. & Strauss, G. 1996. What works at work: Overview and assessment. <u>Industrial Relations</u>, 35(3): 299-333.
- Becker, B.E. & Huselid, M.A. 1998. High performance work systems and firm performance: A synthesis of research and managerial implications. In G.R. Ferris (ed.), <u>Research in Personnel and Human Resources</u> <u>Management</u> (pp. 53-101), Greenwich, CT: JAI Press.
- Lepak, D.P., & Snell, S.A. 1999. The human resource architecture: Toward a theory of human capital allocation and development. Academy of Management Review. 24 (1): 31-48.
- Delery, J.E., & Shaw, J.D. 2001. The strategic management of people in work organizations: Review, synthesis, and extension. In G.R. Ferris (Ed.), Research in Personnel and Human Resource Management: Vol. 20, 167-197. Stamford, CT: JAI Press.
- Lepak, D.P., & Snell, S.A. 2002. Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. <u>Journal of Management</u>, 28: 517-543.

- Capelli, P. & Singh, H. 1992. Integrating strategic human resources and strategic management. In D. Lewin, O.S. Mitchell, & P. Sherer (eds.), <u>Research frontiers in industrial relations and human resources</u>, Madison, WI: Industrial Relations Research Association. (pp. 165-192)
- Cappelli, P., & Crocker-Hefter, A. 1996. Distinctive human resources are firms' core competencies. <u>Organizational Dynamics</u>, 24(3): 7-22.
- Cutcher-Gershenfeld, J.C., 1991. The impact on economic performance of a transformation in workplace relations. <u>Industrial and Labor Relations Review</u>, 44: 241-260.
- Dyer, L., & Reeves. T. 1995. HR strategies and firm performance: What do we know and where do we need to go? <u>International Journal of Human Resource Management</u>, 6: 656-670.
- Hitt, M.A., Bierman, L., Shimizu, K., and Kochhar, R. 2001 "Direct and moderating effects of human capital on the strategy and performance in professional service firms: A resource-based perspective." <u>Academy of Management Journal</u>, 44: 13-28.
- Lawler, E.E. 1992. <u>The ultimate advantage: Creating the high-involvement organization</u>. San Francisco, CA: Jossey-Bass. Lawler, E.E., Mohrman, S.A., & Ledford, G.E. 1995. <u>Creating high performance organizations: Practices and results of employee involvement and total quality management in Fortune 1000 companies. San Francisco: Jossey-Bass.</u>
- Lee, J., & Miller, D. 1999. People matter: Commitment to employees, strategy and performance in Korean firms. Strategic Management Journal, 20: 579-593.
- Levine, D. 1995. <u>Reinventing the workplace: How business and employers can both win</u>. Washington, DC: Brookings Institute.
- Meyer, A.D., Tsui, A.S., & Hinings, C.R., 1993. Configurational approaches to organizational analysis. <u>Academy of Management Journal</u>, 36 (6): 1175-1195.
- Miles, R.E., & Snow, C.C. 1984. Designing strategic human resource systems. <u>Organizational Dynamics</u>, 13(1): 36-52.
- Perry-Smith, J.E., & Blum, T.C. 2000. Work family human resource bundles and perceived organizational performance. Academy of Management Journal, 43: 1107-1117.
- Snell, S.A. & Youndt, M.A. 1995. Human resource management and firm performance: Testing a contingency model of executive controls. <u>Journal of Management</u>. 21(4): 711-737.
- Snow, C.C. & Snell, S.A. 1993. Staffing as strategy. In M. Schmitt, and W.C. Borman (eds.), <u>Personnel selection in</u> organizations.

- Way, S.A. 2002. High performance work systems and intermediate indicators of firm performance within the U.S. small business sector. <u>Journal of Management</u>, 28: in press.
- Whitener, E. 2001 Do 'high commitment' human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. Journal of Management, 27 (5): 515-535.
- Wright, P.M. McMahan, G., McCormick, B., & Sherman, W. 1998. Strategy, core competence, and HR involvement as determinants of HR effectiveness and refinery performance. <u>Human Resource Management</u>, 37(1): 17-30.
- Youndt, M.A., & Snell, S.A. 1999. Human resource management, intellectual capital, and organizational performance. Working Paper.

Weeks 9-10: Methodological Issues in SHRM Research

Week 9 - What are we measuring in SHRM?

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