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 23rd.

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

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


### Additional Readings:


### Weeks 2-3: Theoretical Frameworks for SHRM

#### Week 2: Theoretical models within the field of SHRM


**Week 3 – SHRM and the resource based view of the firm**


**Additional Readings:**


**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**


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


**Additional Readings:**


Weeks 6-8: Performance Implications of HRM systems

**Week 6 – Direct Effects of HRM on performance**


**Week 7 – Contingency factors of the HRM-Performance Relationship**


**Week 8 – Contingent Configurations and recap of performance implications**


**Additional Readings:**


Weeks 9-10: Methodological Issues in SHRM Research

Week 9 - What are we measuring in SHRM?


Week 10 – How are we measuring SHRM? Sampling and analysis issues.


Additional Readings:


Week 11-12: Topics

Week 11 – Understanding Employment – Determinants and Consequences of employment variations


Additional Readings:


**Week 12 – Intellectual Capital**


**Additional Readings:**


Week 14: The Future of SHRM


Additional Readings:


Additional Books of interest


Additional Articles of interest

International SHRM


**Psychological Contracts**


Thousand Oaks, CA: Sage Publications. (Chapters 4 and 5)


**Recruitment, Selection, and HR Planning**


**Training and Development**


**Compensation**


**Performance Appraisal**


**Job Design**


**Turnover**


