

**MGMT 8220**  
**SEMINAR IN HUMAN RESOURCE MANAGEMENT I**  
**SPRING SEMESTER 2010**

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Section (001): Thursday 9:00-12:00; FCB361  
Office Hours: Thursday 12:00-1:00, and by appointment  
Course Materials: eCourseware

Course Overview and Objectives

In this seminar, we will study theory and research pertaining to the management of human resources in organizations. Topics will include theory building and the research process in HR, strategic HR, measurement and validity, staffing, recruitment, selection, socialization, turnover, performance appraisal, compensation, and training and development. For each topic, a set of readings, both classic and recent, will be assigned. Please note that neither the topics nor the readings covered should be considered to be exhaustive. We simply cannot cover everything in the time allotted. The purpose is to provide a solid foundation in the important issues related to each topic and the field as a whole. The overall goal of the course is to prepare each of you to scientifically pursue answers to important questions in the field of HR.

Objectives:

- to review classic and current literature in the field of HR
- to identify gaps, unresolved issues, and emerging trends in the research, theory, and practice of HR
- to clearly communicate scientific ideas and questions with colleagues, in both verbal and written form
- to write a research proposal on an interesting and important question in HR

Readings

A list of required readings will be provided for each topic. These readings should be thoroughly read and considered prior to the class period in which they will be addressed, and each student should be prepared to discuss them in class. It is suggested that you prepare a summary of the important points gleaned from each reading.

Academic Honesty

Students are expected to recognize and uphold standards of intellectual and academic integrity as set forth in the General Catalog, Faculty Handbook, and Undergraduate Co-Curricular Affairs Handbook. Students should refrain from any and all forms of dishonorable or unethical conduct related to their academic work, including but not limited to: plagiarism, cheating on examinations, unauthorized collaboration, falsification, and multiple submissions.

## Requirements

Grades will be determined by the instructor: 25% will be determined by participation; 25% by performance on an exam; 25% by a research presentation; and 25% by a written research paper.

### *Participation*

Class Participation: This is a *seminar*: every student is expected to contribute to the class discussion every week, in terms of asking/answering questions, offering opinions on the strengths/weaknesses of different readings, etc. I realize that individuals differ in terms of their natural tendencies to be expressive in these kinds of situations; however, it is vital in our profession to be able to critically exchange ideas and information with colleagues. Thus, it is the responsibility of those who tend to be less expressive to push themselves to participate, and the responsibility of those who tend to be more expressive to actively include others in the discussion.

\*Important Note: You can't participate if you're not here!\*

Class Facilitator: Each student will be required to lead class discussion several times during the semester. Facilitators should be prepared to share the most important theories, hypotheses, methods, results, and implications of the assigned readings, and to facilitate class discussion on issues such as strengths and weaknesses of the research, unresolved issues, and directions for future research.

On-line Discussion: Each week during the semester, I will post at least one topic/question/issue for asynchronous electronic discussion on eCourseware. Each student is expected to provide their thoughtful input on the topic at least one time each week. You are of course welcome to provide as much input as you like, and to post your own questions/topics for discussion.

### *Exam*

A written exam will be given near the end of the semester consisting of questions similar to those found on comprehensive exams. The exam is intended to assess knowledge and understanding of the body of literature in specific areas of human resources, and the ability to integrate, compare and contrast, and constructively critique. The exams should also provide a preview of what to expect on your Comprehensive Exams. The Exam will be **April 8**.

### *Research Proposal and Presentation*

Each student will write a research proposal of approximately 10-15 pages in length on a topic of their choosing (but approved by the instructor) related to the course. The proposal should include a title page, abstract, introduction that "hooks" the reader, a review of the relevant literature building toward a rationale for a conceptual model and/or propositions/hypotheses, and a proposed conceptual model and/or propositions/hypotheses. I encourage you to use articles from the top journals in our field (like some of the ones we will read for class) as models for your proposals. I also encourage you to discuss your proposals with me throughout the semester. You are expected to use either Academy of Management or APA format for style, citations, tables and figures, references, etc. Additionally, each student must give a 10-15 minute oral presentation of his or her research proposal to the class. The purpose of this oral presentation is for students to receive feedback from me and from other students and to practice for presentations you will make at professional meetings and job interviews. The Research Presentations will take place on **April 22**; the Research Proposals are due on or before **April 29**.

## Class Schedule

Thursday January 14	Introduction to Course
Thursday January 21	Research and Theory in HR
Thursday January 28	Strategic HRM
Thursday February 4	Recruiting Human Capital
Thursday February 11	Turnover and Retention
Thursday February 18	Turnover and Retention
Thursday February 25	Measurement and Validity
Thursday March 4	Selection
Thursday March 11	<i>Spring Break – no class</i>
<i>Thursday March 18</i>	Designing Work and Socializing New Employees
Thursday March 25	Performance Management
Thursday April 1	Training and Development
Thursday April 8	<b>Exam</b>
Thursday April 15	Compensation and Rewards
Wednesday April 22	<b>Presentations</b>
Wednesday April 29	<b>Research Papers Due</b>

NOTE THAT THIS COURSE SYLLABUS PROVIDES A GENERAL PLAN FOR THE COURSE. DEVIATIONS MAY BE NECESSARY.

## **Research and Theory in HR**

Dunnette, M.D. 1990. Blending the science and practice of industrial and organizational psychology: Where are we and where are we going? In M.D. Dunnette & L.M. Hough (Eds.). Handbook of Industrial and Organizational Psychology (2<sup>nd</sup> ed.), 1, 1-27.

Campbell, J.P. 1990. The role of theory in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (2<sup>nd</sup> ed.), 1, 39-74.

Ferris, G.R., Hochwarter, W.A., Buckley, M.R., Harrell-Cook, G., & Frink, D.D. 1999. Human resources management: Some new directions. *Journal of Management*, 25, 385-415.

Wright, P.M. & Boswell, W.R. 2002. Desegregating HRM: A review and synthesis of micro and macro human resource management research. *Journal of Management*, 28, 247-276.

Rynes, S.L., Giluk, T.L., & Brown, K.G. 2007. The very separate worlds of academic and practitioner periodicals in human resource management: Implications for evidence-based management. *Academy of Management Journal*, 50, 987-1008.

Cascio, W. F., & Aguinis, H. 2008. Research in industrial and organizational psychology from 1963 to 2007: Changes, choices, and trends. *Journal of Applied Psychology*, 93, 1062-1081.

## Strategic HRM

Arthur, J. B. 1994. Effects of human resource management systems on manufacturing performance and turnover. *Academy of Management Journal*, 37, 670-687.

Huselid, M. 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38, 635-672.

Jackson, S.E., & Schuler, R.S. 1995. Understanding human resource management in the context of organizations and their environments. *Annual Review of Psychology*, 46, 237-264.

Becker, B. & Gerhart, B. 1996. The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39, 779-801.

Delery, J., & Doty, D. H. 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39, 802-835.

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, 31-48.

Datta, D.K., Guthrie, J.P., & Wright, P.M. 2005. Human resource management and labor productivity: Does industry matter? *Academy of Management Journal*, 48, 135-145.

Wright, P.M., Gardner, T.M., Moynihan, L.M., & Allen, M.R. 2005. The relationship between HR practices and firm performance: Examining causal order. *Personnel Psychology*, 58, 409-446.

Combs, J., Liu, Y., Hall, A., & Ketchen, D. 2006. How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, 59, 501-528.

Becker, B.E. & Huselid, M.A. 2006. Strategic human resources management: Where do we go from here? *Journal of Management*, 32, 898-925.

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Bryant, P.C. & Allen, D.G. 2009. Emerging organizations' characteristics as predictors of human capital employment mode: A theoretical perspective. *Human Resource Management Review*, 19, 347-355.

## **Recruitment**

Wanous, J.P. 1973. Effects of a realistic job preview on job acceptance, job attitudes, and job survival. *Journal of Applied Psychology*, 58, 327-332.

Taylor, M.S. & Bergmann, T.J. 1987. Organizational recruitment activities and applicants' reactions at different stages of the recruitment process. *Personnel Psychology*, 40, 261-285.

Rynes, S.L. & Barber, A.E. 1990. Applicant attraction strategies: An organizational perspective. *Academy of Management Review*, 15, 286-310.

Rynes, S.L., Bretz, R.D., & Gerhart, B. 1991. The importance of recruitment in job choice: A different way of looking. *Personnel Psychology*, 44, 487-521.

Rynes, S.L. 1991. Recruitment, job choice, and post-hire consequences: A call for new research directions. In M. D. Dunnette and L. M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (2<sup>nd</sup> ed.), 2, 399-444.

Breaugh, J.A. & Starke, M. 2000. Research on employee recruitment: So many studies, so many remaining questions. *Journal of Management*, 26, 405-434.

Zottoli, M.A. & Wanous, J.P. 2000. Recruitment source research: Current status and future directions. *Human Resource Management Review*, 10, 353-382.

Chapman, D.S., Uggerslev, K.L., Carroll, S.A., Piasentin, K.A., & Jones, D.A. 2005. Applicant attraction to organizations and job choice: A meta-analytic review of the correlates of recruiting outcomes. *Journal of Applied Psychology*, 90, 928-944.

Ehrhart, K.H. & Ziegert, J.C. 2005. Why are individuals attracted to organizations? *Journal of Management*, 31, 901-919.

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Allen, D.G., Van Scotter, J.R., & Otondo, R.F. (2004). Recruitment communication media: Impact on pre-hire outcomes. *Personnel Psychology*, 57, 143-171.

Allen, D.G., Mahto, R.V., & Otondo, R.F. 2007. Web-based recruitment: Effects of information, organizational brand, and attitudes toward a Web site on applicant attraction. *Journal of Applied Psychology*, 92, 1696-1708.

Ma, R. & Allen, D.G. (2009). Recruiting across cultures: A value-based model of recruitment. *Human Resource Management Review*, 19, 334-346.

## **Turnover and Retention**

March, J.G. & Simon, H.A. 1958. Motivational constraints: The decision to participate. In Organizations, 83-111.

Mobley, W.H. 1977. Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology*, 62, 237-240.

Mobley, W.H., Griffeth, R.W., Hand, H.H., & Meglino, B.M. 1979. Review and conceptual analysis of the employee turnover process. *Psychological Bulletin*, 86, 493-522.

Hulin, C.L., Roznowski, M., & Hachiya, D. 1985. Alternative opportunities and withdrawal decisions: Empirical and theoretical discrepancies and an integration. *Psychological Bulletin*, 97, 233-250.

Lee, T.W. & Mitchell, T.R. 1994. An alternative approach: the unfolding model of voluntary employee turnover. *Academy of Management Review*, 19, 51-89.

Griffeth, R.W., Hom, P.W., & Gaertner, S. 2000. A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications for the next millennium. *Journal of Management*, 26, 463-488.

Dess, G.G. & Shaw, J.D. 2001. Voluntary turnover, social capital and organizational performance. *Academy of Management Review*, 26, 446-456.

Mitchell, T.R., Holtom, B.C., Lee, T.W., Sablinski, C.J., & Erez, M. 2001. Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44, 1102-1121.

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Aquino, K., Griffeth, R.W., Allen, D.G., & Hom, P.W. 1997. Integrating justice constructs into the turnover process: A test of a referent cognitions model. *Academy of Management Journal*, 40, 1208-1227.

Allen, D.G. & Griffeth, R.W. 2001. Test of a mediated performance-turnover relationship highlighting the moderating roles of visibility and reward contingency. *Journal of Applied Psychology*, 86, 1014-1021.

## **Turnover and Retention**

Steel, R.P. 2002. Turnover theory at the empirical interface: Problems of fit and function. *Academy of Management Review*, 27, 846-854.

Maertz, C.P. & Griffeth, R.W. 2004. Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. *Journal of Management*, 30, 667-684.

Barrick, M.R. & Zimmerman, R.D. 2005. Reducing voluntary, avoidable turnover through selection. *Journal of Applied Psychology*, 90, 159-166.

Kammeyer-Mueller, J.D., Wanberg, C.R., Glomb, T.M., & Ahlburg, D. 2005. The role of temporal shifts in turnover processes: It's about time. *Journal of Applied Psychology*, 90, 644-658.

Mossholder, K.W., Settoon, R.P., & Henagan, S.C. 2005. A relational perspective on turnover: Examining structural, attitudinal, and behavioral predictors. *Academy of Management Journal*, 48, 607-618.

Shaw, J.D., Duffy, M.K., Johnson, J.L., & Lockhart, D.E. 2005. Turnover, social capital losses, and performance. *Academy of Management Journal*, 48, 594-606.

Kacmar, K.M., Andrews, M.C., Van Rooy, D.L., Steilberg, R.C., & Cerrone, S. 2006. Sure everyone can be replaced...but at what cost? Turnover as a predictor of unit-level performance. *Academy of Management Journal*, 49, 133-144.

Holtom, B.C., Mitchell, T.R., Lee, T.W. & Eberly, M.B. 2008. Turnover and retention research: A glance at the past, a closer review of the present, and a venture into the future. *Academy of Management Annals*, 2, 231-274.

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Allen, D.G., Shore, L.M., and Griffeth, R.W. 2003. The role of perceived organizational support and supportive human resource practices in the turnover process. *Journal of Management*, 29, 99-118.

Allen, D.G., Weeks, K.P., Moffitt, K.R. 2005. Turnover intentions and voluntary turnover: The moderating roles of self-monitoring, locus of control, proactive personality, and risk aversion. *Journal of Applied Psychology*, 90, 980-990.

Griffeth, R.W., Steel, R.P., Allen, D.G., & Bryan, N. 2005. The development of a multidimensional measure of job market cognitions: The Employment Opportunity Index. *Journal of Applied Psychology*, 90, 335-349.

## **Measurement and Validity**

- Cronbach, L.J. & Meehl, P.E. 1955. Construct validity in psychological tests. *Psychological Bulletin*, 52, 281-301.
- Campbell, D.T. & Fiske, D.W. 1959. Convergent and discriminant validation by the multitrait-multimethod matrix. *Psychological Bulletin*, 56, 81-105.
- Guion, R.M. 1977. Content validity – the source of my discontent. *Applied Psychological Measurement*, 1, 1-10.
- Tenopyr, M.L. 1977. Content-construct confusion. *Personnel Psychology*, 30, 47-54.
- Lawshe, C.H. 1985. Inferences from personnel tests and their validity. *Journal of Applied Psychology*, 70, 237-238.
- Binning, J.F. & Barrett, G.V. 1989. Validity of personnel decisions: A conceptual analysis of the inferential and evidential bases. *Journal of Applied Psychology*, 74, 478-494.
- Schmidt, F.L. & Hunter, J.E. 1977. Development of a general solution to the problem of validity generalization. *Journal of Applied Psychology*, 62, 529-540.
- Schmidt, F.L., Law, K. Hunter, J.E., Rothstein, H.R., Pearlman, K., & McDaniel, M. 1993. Refinements in validity generalization methods: Implications for the situational specificity hypothesis. *Journal of Applied Psychology*, 78, 3-12.
- Murphy, K.R. 2009. Validity, validation and values. *Academy of Management Annals*, 3, 421-461.

## **Staffing**

Guion, R. M. 1991. Personnel assessment, selection, and placement. In M. D. Dunnette and L. M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (2<sup>nd</sup> ed.), 2, 327-397.

Barrick, M. R., & Mount, M.K. 1991. The big five personality dimensions and job performance: A meta-analysis. *Personnel Psychology*, 44, 1-26.

Gilliland, S.W. 1993. The perceived fairness of selection systems: An organizational justice perspective. *Academy of Management Review*, 18, 694-734.

McDaniel, M. A., Whetzel, D. L., Schmidt, F. L., & Maurer, S. D. 1994. The validity of employment interviews: A comprehensive review and meta-analysis. *Journal of Applied Psychology*, 79, 599-616.

Schmidt, F. L., & Hunter, J. E. 1998. The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, 124, 262-274.

Carlson, K.D. & Connerley, M.L. 2003. The staffing cycles framework: Viewing staffing as a system of decision events. *Journal of Management*, 29, 51-78.

Ployhart, R.E. 2006. Staffing in the 21<sup>st</sup> Century: New challenges and strategic opportunities. *Journal of Management*, 32, 868-897.

Cascio, W.F. & Aguinis, H. 2008. Staffing twenty-first-century organizations. *Academy of Management Annals*, 2, 133-165.

## **Designing Work and Socializing New Employees**

Hackman, J.R. & Oldham, G.R. 1975. Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159-170.

Humphrey, S.E., Nahrgang, J.D., & Morgeson, F.P. 2007. Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92, 1332-1356.

MacDuffie, J.P. 2007. HRM and distributed work. *Academy of Management Annals*, 1, 549-615.

Grant, A.M. & Parker, S.K. 2009. Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals*, 3, 317-375.

Louis, M. R. 1980. Surprise and sense making: What newcomers experience in entering unfamiliar organizational settings. *Administrative Science Quarterly*, 25, 226-251.

Jones, G. R. 1986. Socialization tactics, self-efficacy, and newcomers' adjustments to organizations. *Academy of Management Journal*, 29, 262-279.

Kammeyer-Mueller, J.D. & Wanberg, C.R. 2003. Unwrapping the organizational entry process: Disentangling multiple antecedents and their pathways to adjustment. *Journal of Applied Psychology*, 88, 779-794.

Bauer, T.N., Bodner, T., Erodgan, B., Truxilo, D.M., & Tucker, J.S. 2007. Newcomer adjustment during organizational socialization: A meta-analytic review of antecedents, outcomes, and methods. *Journal of Applied Psychology*, 92, 707-721.

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Allen, D.G. 2006. Do organizational socialization tactics influence newcomer embeddedness and turnover? *Journal of Management*, 32, 237-256.

## **Performance Management**

- Nagle, B.F. 1953. Criterion development. *Personnel Psychology*, 6, 271-288.
- Ghiselli, E.E. 1956. Dimensional problems of criteria. *Journal of Applied Psychology*, 40, 1-4.
- Dunnette, M.D. 1963. A note on *the* criterion. *Journal of Applied Psychology*, 47, 251-253.
- Landy, F.J. & Farr, J.L. 1980. Performance rating. *Psychological Bulletin*, 87, 72-107.
- Borman, W.C. 1991. Job behavior, performance, and effectiveness. In M.D. Dunnette & L.M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (2<sup>nd</sup> ed.), 2, 271-326.
- Austin, J.T. & Villanova, P. 1992. The criterion problem: 1917-1992. *Journal of Applied Psychology*, 77, 836-874.
- Bretz, R.D., Milkovich, G.T., & Read, W. 1992. The current state of performance appraisal research and practice: Concerns, directions, and implications. *Journal of Management*, 18, 321-352.
- Arvey, R. D., & Murphy, K. R. 1998. Performance evaluation in work settings. *Annual Review of Psychology*, 49, 141-168.
- Levy, P.E. & Williams, J.R. 2004. The social context of performance appraisal: A review and framework for the future. *Journal of Management*, 30, 881-905.

## **Training and Development**

Baldwin, T. T., & Ford, J. K. 1988. Transfer of training: A review and directions for future research. *Personnel Psychology*, *41*, 63-103.

Alliger, G.M. & Janak, E.A. 1989. Kirkpatrick's levels of training criteria: Thirty years later. *Personnel Psychology*, *42*, 331-342.

Goldstein, I. L. 1991. Training in work organizations. In M. D. Dunnette and L. M. Hough (Eds.) Handbook of Industrial and Organizational Psychology, *2*, 507-619.

Noe, R.A. & Ford, J.K. 1992. Emerging issues and new directions for training research. In Research in Personnel and Human Resource Management, *10*, 345-384.

Colquitt, J.A., LePine, J.A., & Noe, R.A. 2000. *Journal of Applied Psychology*, *85*, 678-707.

Arthur, W., Bennett, W., Edens, P.S., & Bell, S.T. 2003. Effectiveness of training in organizations: A meta-analysis of design and evaluation features. *Journal of Applied Psychology*, *88*, 234-245.

Tharenou, P., Saks, A., & Moore, C. 2007. A review and critique of research on training and organizational-level outcomes. *Human Resource Management Review*, *17*, 251-273.

Sitzmann, T., Brown, K., Casper, W., Ely, K., & Zimmerman, R. 2008. A review and meta-analysis of the nomological network of trainee reactions. *Journal of Applied Psychology*, *93*, 280-295.

Aguinis, H., & Kraiger, K. 2009. Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*, *60*, 451-474.

## **Compensation and Rewards**

Dunlop, J.T. (1979). Suggestions toward a reformulation of wage theory. In T.A. Mahoney (Ed.) Compensation and Reward Perspectives, 105-113.

Weber, C. L., & Rynes, S. L. (1991). Effects of compensation strategy on job pay decisions. *Academy of Management Journal*, 34, 86-108.

Gerhart, B. & Milkovich, G.T. (1992). Employee compensation: Research and practice. In M.D. Dunnette & L.M. Hough (Eds.) Handbook of Industrial and Organizational Psychology (2<sup>nd</sup> ed.), 3, 481-569.

Gomez-Mejia, L.R. & Balkin, D.B. (1992). Determinants of faculty pay: An agency theory perspective. *Academy of Management Journal*, 35, 921-955.

Bloom, M. 1999. The performance effects of pay dispersion on individuals and organizations. *Academy of Management Journal*, 42, 25-40.

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, 752-762.

Gerhart, Barry, Rynes, Sara L. and Fulmer, Ingrid Smithey(2009)'6 Pay and Performance: Individuals, Groups, and Executives',*The Academy of Management Annals*,3:1,251 — 315