

<b>DEREE COLLEGE SYLLABUS FOR:</b>	
<b>MG 4535 SEMINAR IN HUMAN RESOURCE MANAGEMENT</b>	
(Revised: Summer 2019)	
<b>UK Level: 6</b> <b>UK Credits: 15</b> <b>US Credits: 3/0/3</b>	
<b>PREREQUISITES:</b>	BU 3233 Business Research Methods MA 1108 College Algebra MA 2021 Applied Statistics MG 2003 Management Principles <b>or</b> MG 3034 Managing people and Organizations MG 4131 Strategic Human Resource Management
<b>CATALOG DESCRIPTION:</b>	Students conduct qualitative or quantitative research on a topic in organizational behavior and human resource management, such as strategic human resource management, employee engagement, talent management and retention and employee well-being and innovativeness. Field research principally includes interviews with managers and/or employees.
<b>RATIONALE:</b>	This course will enable seniors to deepen their knowledge on a topic related to managing people and organizations by conducting qualitative or quantitative research in the field (i.e. companies operating in Greece). Each student performs all steps involved in research, including: developing an academically relevant research question and presenting it in a short proposal; conducting a thorough literature review on the selected topic; developing a research instrument in order to collect data from the field; collecting and analyzing (qualitative) data; and reporting the research findings and conclusions. Students are guided through this process by the instructor in collaboration with the Library and the Writing Program. This course is geared toward reinforcing students' academic qualities, such as academic writing, selection and evaluation of sources and correct referencing, and further developing their overall research attitude, for example: recognizing relevant paradigms/theories on a knowledge area, forming an independent opinion about issues in the knowledge area and developing a critical and analytical perspective in terms of both theory and practice. This course will also provide students with the opportunity to become acquainted with 'real world' HRM practices and HR professionals.
<b>LEARNING OUTCOMES:</b>	As a result of taking this course, the student should be able to: <ol style="list-style-type: none"> <li>1. Explain and critically discuss theoretical paradigms in organizational behavior and human resource management. (evaluation)</li> <li>2. Integrate diverse theoretical perspectives on a knowledge area (pertaining to a topic in organizational behavior and/or HRM) into a coherent theoretical model, which will be used to conduct research in 'real-world' organizations. (synthesis)</li> <li>3. Assess the validity of theoretical assumptions into the practice of HRM in 'real-world' organizations and integrate research findings and conclusions into the broader theoretical debate on a knowledge area. (evaluation)</li> <li>4. Formulate specific recommendations to HRM professionals in order to enhance individual and organizational performance based on warranted research findings. (synthesis)</li> </ol>
<b>METHOD OF TEACHING AND LEARNING:</b>	Interactive, not a lecture course. The course is delivered through a few 'traditional' lectures and mostly through interactive group discussions and feedback sessions on submitted student work. A substantial amount of time is devoted to supervising student projects. The major learning activity is an individual research project conducted on an OB or HRM topic approved by the instructor, which will include a limited field study.

<b>ASSESSMENT:</b>	<p><b>Summative:</b></p> <table border="1" data-bbox="602 79 1341 111"> <tr> <td>Written project; Individual; 4,000-4,400 words</td><td>100%</td></tr> </table> <p><b>Formative:</b></p> <table border="1" data-bbox="602 170 1341 228"> <tr> <td>Project proposals, student presentations</td><td>0%</td></tr> <tr> <td>Case studies, discussion of research articles</td><td>0%</td></tr> </table> <p>The formative coursework aims to prepare students for the written project. The written project tests all Learning Outcomes 1, 2, 3, 4.</p>	Written project; Individual; 4,000-4,400 words	100%	Project proposals, student presentations	0%	Case studies, discussion of research articles	0%
Written project; Individual; 4,000-4,400 words	100%						
Project proposals, student presentations	0%						
Case studies, discussion of research articles	0%						
<b>READING LIST:</b>	<p><b>REQUIRED MATERIAL:</b></p> <p>Steven L. McShane and Mary Ann Glinow, <i>Organizational Behavior: Emerging Realities for the Workplace Revolution</i>. McGraw-Hill, latest edition.</p> <p>Jaap Paauwe and Elaine Farndale (2017). <i>Strategy, HRM and Performance</i>. 2nd ed. Oxford University Press.</p> <p>[Note: The above textbooks are used as reference material.]</p> <p>Additional suggested books available in the library.</p>						
<b>RECOMMENDED MATERIAL:</b>	<p>Allen, D. G., Bryant, P. C. and Vardaman, J. M. (2010) "Retaining talent: Replacing misconceptions with evidence-based strategies", <u>Academy of Management Perspectives</u>, 24(2), 48-64.</p> <p>Attridge, M. (2009) "Measuring and managing employee work engagement: A review of the research and business literature", <u>Journal of Workplace Behavioral Health</u>, 24(4), 383-398.</p> <p>Becker, H. (2007). <i>Writing for Social Scientists: How to Start and Finish Your Thesis, Book or Article</i>. Chicago: University of Chicago Press.</p> <p>Boxall, P and Purcell (2008). <u>Strategy and Human Resource Management</u>. New York, Palgrave.</p> <p>Breitfelder, M. D. and Wademan-Dowling, D. (2008) "Why did we ever go into HR?", <u>Harvard Business Review</u>, 86(7-8), 39-43.</p> <p>Bryman, A. (2009). <u>Social research methods</u> (4th ed). New York: Oxford University Press.</p> <p>Butts, M. Vandenberg, R.J., Dejoy, D.M., Schaffer, B.S., Wilson, M.G. (2009) "Individual Reactions to High-involvement Work Processes: Investigating the role of empowerment and Perceived Organisational Support". <u>Journal of Occupational Health Psychology</u>. April, pp. 122-136.</p> <p>Cappelli, P. (2008) "Talent management for the twenty-first century", <u>Harvard Business Review</u>, 86(3), 74-81.</p> <p>Grugulis, I. and Wilkinson, A. (2002) "Managing culture at British Airways: Hype, Hope and Reality", <u>Long Range Planning</u>, 35(2), 179-194.</p> <p>Guest, D. (2011). Human Resource Management and Performance: Still searching for some answers. <u>Human Resource Management Journal</u>, 21(1), pp.3-13.</p> <p>Hofstede, Geert (1991). <u>Cultures and Organizations</u>. New York: McGraw-Hill.</p> <p>Huhtala, H. and Parzefall, M-R. (2007) "A review of employee well-being and innovativeness: An opportunity for mutual benefit", <u>Creativity &amp; Innovation Management</u>, 16(3), 299-306.</p> <p>Kaufman, B. (2015). Evolution of Strategic HRM as Seen Through Two Founding Books: A 30<sup>th</sup> Anniversary Perspective on Development of the field. <u>Human Resource Management</u>. 54(3), pp. 389-407.</p> <p>Khilji, S. and Wang, X. (2006). 'Intended' and 'implemented' HRM: the missing linchpin in strategic human resource management research. <u>International Journal of HRM</u>, 17(7), 1171-1189.</p> <p>Marchington, M and Wilkinson, A. (2010). <i>HRM at work</i>. London: CIPD.</p> <p>McShane, S and Glinow, M.A. <u>Organizational Behavior: Emerging Realities for the Workplace Revolution</u>. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.</p> <p>Noe, R., Hollenbeck, J.R., Gerhart, B and Wright, P. <u>Human Resource Management</u>, McGraw-Hill, latest edition.</p> <p>Ogbonna, E. and Wilkinson, B. (2003). The false promise of organizational culture change: A case study of middle managers in grocery retailing. <u>Journal of Management Studies</u>, 40(5), pp.1151-1178.</p>						

	<p>Saunders, M., Lewis, P. &amp; Thornhill, A. (2009). <u>Research Methods for Business Students</u>. Harlow, Prentice Hall. 5th Edition.</p> <p>Takeuchi, N. Chen, Z. and Lam, W. (2009). Coping with an emerging market competition through strategy-human resource alignment: case study evidence from five leading Japanese manufacturers in the People's Republic of China. <u>International Journal of HRM</u>, 20(12), pp.2454-2470.</p> <p>Wright, P. Guest, D. and Paauwe, J. (2015). Off the Mark – Response to Kaufman's Evolution of Strategic HRM. <u>Human Resource Management</u>, 54(3), pp. 409-415.</p> <p>Yin, R. (2014). <u>Case study Research Design</u> (5th ed). California, Sage Publications.</p>
<b>COMMUNICATION REQUIREMENTS:</b>	Written Project submitted in Microsoft Word; written and in-class oral communication requires the use of proper English language skills.
<b>SOFTWARE REQUIREMENTS:</b>	Microsoft Office: Word, Excel
<b>WWW RESOURCES:</b>	<p>Society for Human Resource Management (US) <a href="http://www.shrm.org">www.shrm.org</a></p> <p>Chartered Institute of Personnel and Development (UK) <a href="http://www.cipd.co.uk">www.cipd.co.uk</a></p> <p>International Labour Organisation <a href="http://www.ilo.org">www.ilo.org</a></p> <p>American Society for Training and Development <a href="http://www.astd.org">www.astd.org</a></p> <p>Emotional Intelligence Network <a href="http://www.eq.org">www.eq.org</a></p> <p>HR professional <a href="http://www.hrpro.gr">www.hrpro.gr</a></p>
<b>INDICATIVE CONTENT:</b>	<ol style="list-style-type: none"> <li>1. Contemporary topics in HRM: <ol style="list-style-type: none"> <li>1.1 Business Strategy and HRM</li> <li>1.2 The employment relationship</li> <li>1.3 Managing and retaining talent</li> <li>1.4 Organizational and individual creativity</li> <li>1.4 HR analytics</li> <li>1.5 Psychological empowerment</li> <li>1.6 Employee work engagement</li> </ol> </li> <li>2. Developing a research proposal</li> <li>3. Conducting literature review - writing theory</li> <li>4. Developing a conceptual research model- writing research hypotheses</li> <li>5. Qualitative / Quantitative research and design of field research</li> <li>6. Design of interviews / questionnaires for field research</li> <li>7. Interviewing skills and techniques</li> <li>8. Analysing collected data in relation to hypotheses</li> <li>9. Reporting research findings</li> </ol>