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- HR strategies must be translated to HR policies → guidelines on decision making + HR practice
 - o Action vehicles

L2: HRM Delivery

- Link between HRM and organization performance
- The importance of performance-related HRM practice
- What the concept of HR architecture means
- What an HR system looks like
- Framework for delivering HRM
- Role and organization of the HR function
- The nature of an HR delivery model
- The role of top management + HR professionals, line managers

CH 4: HR Architecture – the HR systems

- Key architecture
- HR delivery model
- HR systems and programs

CH 5: Role of HR function

- Three-legged stool model of HR
- Transactional HR activities
- Transformational HR activities
- HR delivery model
- Evaluation of HR function
- Role of HRM in SME's

CH 6: Role of HR professional

- Business partnering – HR business partner + strategic partner
- Change agent
- Transactional and transformation role
- HR professionals
- Ulrich model
- Strategic role
- HR business partner, HR professional roles
- Innovation, change and service delivery role
- Carrying out the role of HR professionals
- What it means to be HR professional
- HR role of line managers

CH 7: HRM & Performance

- Black box & casual ambiguity
- Higher performance culture
- High performance work system -HPWS
- HR value chain
- Performance management
- Reversed causality
- Impact of HRM - performance
- Developing a high-performance culture
- High performance work system – HPWS
- Performance management + contribution of HR

(Guest & Bos-Nehles 2013) – HRM and performance: Role of effective implementation

- 4 stages of HR practice implementation
- Implementers: HR managers, senior executives, line managers
- Internal and external context
- framework



- A process involves aligning all aspects of the org's HR infrastructure to support new ways of sustainability working
 - How to formulate sustainability strategy – what are the steps?
- Step 1:** Identify and engage with stakeholders affected by HR policies, process and performance
- Step 2:** Select and prioritize key HRM issues relevant to supporting a sustainable org.
- Step 3:** Review and revise all HR policies in line with sustainability principles
- Step 4:** Develop an action plan, scorecard and metrics
- Step 5:** Implement, measure, and report HR impacts

Examples of sustainable HRM

- > **Performance Management** - employees are seen as stakeholders who have a right to transparency with regard to their relationship with their employer. Thus, employees should receive regular, formal feedback about their performance.
- > **Training and Development** - Instead of training being defined primarily as necessary to meet business objectives, training and personal development are seen as adding value to individuals. Additionally, HRM must ensure that training and development programs include focused training on the application of sustainability practices in the company and on the way these affect different internal roles and processes.
- > **Employee well-being** - Diversity, equal opportunity and health and safety aspects of sustainable organizations help shape the way employers manage diversity on governing bodies, practice non-discrimination, and identify specific health risks for employees and address them. The creation of such policies and approaches falls to the HRM function, which must also put monitoring systems in place.

Sustainable HRM scorecard example (ibid)

HRM role	HRM Objective	HRM Metric	Business Value
Values and Ethics	Employees understand and behave in line with corporate values.	% of employees trained in values and ethics.	Mitigation of risk due to unethical behaviour by employees. Improved corporate reputation and trust.
		% of employee responses in survey showing employee support of company values.	
Recruitment	Recruitment is based on diversity principles.	% of employees recruited by gender and by minority groups.	Improved business results, innovation and customer satisfaction.
Compensation	Compensation is driven by equal opportunity for men and women.	Ratio of base salary, men to women.	Lower HR costs due to turnover, improved motivation and trust.
	Compensation is linked to sustainability performance.	Number of employees with sustainability targets in annual workplans.	Improved execution of sustainable business strategy.
Well-being	Employees are fit to contribute to their maximum capability.	% of employees who engage in a corporate well-being program.	Reduced business health costs, lower absenteeism, improved productivity.
		% improvements achieved in employee well-being (health, stress, diet etc.)	
Development	Diverse employees are given opportunities to advance.	% of women in management positions.	Improved business results, innovation and customer satisfaction.
		% of minorities in management positions.	

Source: Cohen, E., Taylor, S., & Muller-Camen, M. (2012).

RELATIONSHIPS AMONG THE CORE JOB DIMENSIONS, THE CRITICAL PSYCHOLOGICAL STATES, AND ON-THE-JOB OUTCOMES



- Employee growth need strength → because people are different we need to account for difference
 - o This is why we have this box
- Dan Pink – autonomy video on BB
 - o If you give people purpose in their job → they perform better

Job diagnostic survey (JDS) (Oldham & Hackman 2010)

- Organizing the motivating factor of jobs
- Survey is a good instrument as it measures the 5 core dimensions explained earlier
- Measures each of 3 psychological states between core job dimensions and the outcomes of work
- Measures personal, affective reactions or feelings a person obtains from performing the job
- Taps the strength of the respondent’s desire to obtain growth satisfaction from his work

Motivational potential (ibid)

$$\text{Motivating Potential Score} = \left[\frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

- Claim: motivation element is computed as shown
- Very practical oriented

Deficiencies of job crafting theory (ibid) – slide 17

- Article goes back and criticize it
- Doesn’t take social characteristics into account
- Theory doesn’t take individual dimension into account → big 5 theory
- Organizational structure is missing
 - o If HRM system is missing → affect on job designing
- JCT is not a wrong theory but has missing elements

Source	Speed	Costs	Types of Applicants
Employee referrals	Fast	Depends on rewards	All
Written advertisements	Fast	Moderate	Active
Job fairs	Moderate	Moderate	Active
Résumé databases	Fast	Low	Active
Corporate career websites	Moderate	Moderate	Active
Online job boards	Moderate	Low	Active
Search firms	Moderate to slow	High	All
Professional associations	Moderate	Low	All
State employment agencies	Moderate	Low	Active
Internet data mining	Moderate	Low	Passive
Networking and social media	Moderate	Low	All
Previous employees	Moderate	Low	All
Walk-ins	Fast	Low	Active

Realistic job preview (RJP) – slide 36 (Breaugh 2008)

- Honest and accurate picture of the job
- Presenting both positive and negative aspects
- Allowing applicants to self-select into or out of consideration of position

3 functions that are served by RJP

- Self-selection → applicant opt out of the application process if opportunity is not good
- Vaccination → candidate develop coping mechanism to deal with unpleasant aspect
- Commitment to the choice → more committed to the choice they have made

Effects of RJP (ibid)

- The group that received a RJP had fewer applicants accept job offers
- Also had significantly lower turnover after 3 months

	RJP Group	Non-RJP Group
Applicants rejecting job offer:	27%	0%
Turnover after 3 months:	36%	85%

Source: Suszko, M. K. & Breaugh, J. A. (1986). The effects of realistic job previews on applicant self-selection and turnover, satisfaction, and coping ability. *Journal of Management*, 12, 513-523.

L7: International HRM

- Trends in IHRM
- What do we know about expatriates
- Global staffing landscape of MNE
- Diversity and diverse working force

CH 30: Managing Diversity and inclusion*

- See lecture 4/7

CH 58: International HRM Framework

- Centralization, decentralization
- Convergence, divergence
- Ethnocentric, geocentric orientation
- Globalization & localization
- MNC or MNE