

STRATEGIC HUMAN RESOURCE MANAGEMENT

Course Instructor: Dr. Shahid Nawaz

E-MAIL: dr. shahid@iub.edu.pk

CLASS TIME: Thursday-Friday 3:00p.m. – 6:00 p.m.

COURSE DESCRIPTION AND OBJECTIVES: This course is designed to examine the empirical and theoretical research on the work environment, compensation, unions, and workers performance. Emphasis on legislation affecting employee selection, rewards, and the quality of work life.

COURSE REQUIREMENTS: Students in this seminar are required to read the assigned articles before class and actively participate in class discussions on **Whatsapp Group**. Each week one student will serve as discussion leader. He/she will distribute questions for the seminar via **Whatsapp Group and Google Class Room** by (12:00 p.m.) on the Thursday one day before commencement of class. Students will complete a thought paper for the weeks when they are not discussion leader.

Class discussion: You should critically read each article and be prepared to discuss your opinions, observations, insights, and inspirations from each article. You should also be prepared to address the seminar questions prepared by the discussion leader.

Discussion leader role: As discussion leader, you should prepare a set of questions related to the articles. These questions should be distributed via **Whatsapp Group and Google Class Room** to the instructor and to everyone in the class by (12:00 p.m.) on the Thursday one day before commencement of class. Try to focus on big issues rather than a minor detail in the study. In addition to discussing each article, you should spend at least 20 minutes talking about the articles as a set. For example, you could discuss: (1) the similarities and differences among the articles; (2) what we know or don't know about this topic; (3) how the studies build upon each other; etc.

Thought papers: Thought papers should be typed (double spaced) and between 3-5 pages in length. You have a great deal of latitude for these papers but they should not simply restate the

purpose of each paper. Rather, you could discuss: similarities and differences among the papers; themes across the papers; an organizing framework or model; strengths and weaknesses of this stream of research; ideas for future research; etc. You do not need to do a thought paper on the weeks when you are discussion leader.

Empirical or theoretical paper: A theoretical or empirical paper on a topic of interest is required for this course. You may use an existing data set from a faculty member or data from a research project you are currently conducting. Alternatively, you may write a theoretical paper or a critical review of a particular area of research. It is important that you complete your paper by the deadline. Extensions will not be given as this is not fair to other students in the class. You have a great deal of latitude regarding your paper topic. Your paper should be in APA format and journal-level quality. Maximum length is 25 pages including abstract, text, references, tables, and figures

Reading List: Each week, I have selected 3 required readings that will be discussed at length in our seminar. In addition, you need to find out 2 more recent readings (Articles) closely related to required readings given by me as Instructor

Week 1 HRM Strategy, Firm Performance, and Human Capital

Aryee, S., Walumbwa, F. O., Seidu, E. Y. M., & Otaye, L. E. (2012). Impact of High-Performance Work Systems on Individual- and Branch-Level Performance: Test of a Multilevel Model of Intermediate Linkages. *Journal of Applied Psychology*, 97, 287-300.

Messersmith, J. G., Patel, P. C., & Lepak, D. P. (2011). Unlocking the Black Box: Exploring the Link between High-Performance Work Systems and Performance. *Journal of Applied Psychology*, 96, 1105-1118.

Chang, S., Jia, L., Takeuchi, R., & Cai, Y. (2014). Do high-commitment work systems affect creativity? A multilevel combinational approach to employee creativity. *Journal of Applied Psychology*, 99(4), 665-680

Week 2 Individual Performance, OCB, and Counterproductive Work Behaviors

Barrick, M. R., Mount, M. K., & Li, N. (2013). The theory of purposeful work behavior: The role of personality, higher-order goals, job characteristics. *Academy of Management Review*, 38, 132- 153

Han, J. H., Bartol, K. M., & Kim, S. (2015). Tightening up the performance–pay linkage: Roles of contingent reward leadership and profit-sharing in the cross-level influence of individual pay-for-performance. *Journal of Applied Psychology*, 100(2), 417-430.

Robinson, S. L., & Bennett, R. J. (1995). A typology of deviant workplace behaviors: A multidimensional scaling study. *Academy of Management journal*, 38(2), 555-572.

Week 3 International HRM

Phillips, J. M., Gully, S. M., McCarthy, J. E., Castellano, W. G., & Kim, M. S. (2014). Recruiting global travelers: The role of global travel recruitment messages and individual differences in perceived fit, attraction, and job pursuit intentions. *Personnel Psychology*, 67(1), 153-201.

Firth, B. M., Chen, G., Kirkman, B. L., & Kim, K. (2014). Newcomers abroad: Expatriate adaptation during early phases of international assignments. *Academy of Management Journal*, 57(1), 280-300.

Lazarova, M., Westman, M., & Shaffer, M. A. (2010). Elucidating the positive side of the work-family interface on international assignments: A model of expatriate work and family performance. *Academy of Management Review*, 35(1), 93-117.

Week 4 Tourism Management

