Recanati
הפקולטה לניהול
אוניברסיטת תל־אביב
Business School
Tel Aviv University

AACSB
ACCREDITED

1243.3424.02 – Human Resource Management & Employee Relations

Semester B – 2014

Lecturer: Prof. Peter Bamberger
Course Time: Tuesday 18:45-21:30
Email: peterb@post.tau.ac.il

Teaching Assistant: Steven Fox
e-mail: Stevenfox96@hotmail.com

SYLLABUS

COURSE OBJECTIVES:

This course is designed as an introduction to human resource managers for general managers. The intent of the course is not to provide technical skills in human resource management, but rather to provide a strategic framework for understanding human resource management, particularly as it applies to the high technology firm.

COURSE CONTENT AND SCOPE:

The course seeks to present human resource management as a strategic issue no less significant than the management of any other organizational strategic asset. Day-to-day human resource quandaries are discussed in the context of mainstream economic, psychological and sociological theory. By the end of the course, students should have a good understanding of the contingencies that need to be considered in the design of human resource systems that are congruent with and supportive of particular business strategies.

READINGS for Meetings 1-14:

Most readings come from:
Bamberger, P. and Meshulam, I. (2000) Human Resource Strategy: Formulation, Implementation and Impact. Beverly Hills, CA: Sage. (Referred to below as B&M).
                                                    AND
Kulik, C.T. (2004) Human Resources for the Non-HR Manager. Mahwah, NJ: Lawrence Erlbaum Associates (Referred to below as KULIK).

Meetings 1- 3: Human Resource Strategy

Compulsory Readings:
1. B&M Chaps. 1 and 7
2. Gladwell, M. (2009). "The Talent Myth: Are Smart People Overrated?" in *What the Dog Saw*. New York: Little Brown.
3. Hammonds K. H. (2005).Why We Hate HR. Fast Company, 97: 40
4. JetBlue Airways: Starting From Scratch" HBS 9-801-354

PLEASE READ JETBLUE <u>BEFORE</u> THE SECOND CLASS MEETING AS MOST OF THIS SESSION WILL BE DEDICATED TO IT!

Meetings 4&5: The Employment Relationship
Compulsory Readings:
1. B&M Chap. 3
2. United Parcel Service" HBS 9-488-016

Recommended Readings:
1. Datta, D.K, Guthrie, J.P. & Wright, P.M. (2005). Human resource management and labor productivity: Does industry matter? Academy of Management Journal. Vol.48, Iss. 1; pg. 135
2. Collins, C.J. & Clark, K.D. (2003) Strategic human resource practices, top management team social networks, and firm performance: The role of human resource practices in creating organizational competitive advantage. Academy of Management Journal. Vol.46, Iss. 6; pg. 740
3. Park, T.-Y., & Shaw, J. D. (2012, December 17). Turnover Rates and Organizational Performance: A Meta-Analysis. *Journal of Applied Psychology*. Advance online publication. doi: 10.1037/a0030723
4. Guest, D.E. (2004). The psychology of the employment relationship: An analysis based on the psychological contract. Journal of applied psychology. Volume 53, 4, pp. 541-555(15)
5. Lepak, D.P. & Snell, S.A. (2001) "The human resource architecture: toward a theory of human capital allocation and development" The Academy of management journal, vol.24, iss. 1. p.31
6. Charles A. O'Reilly & Jeffrey Pfeffer: Hidden value. Harvard Business School, 2000. Chap. 10.

Meetings 6 - 8: People-Flow Subsystem
Compulsory Readings:
1. Kulik - Chapters 3-5 (pages 29-82)
2. Menkes, J. (2005). Hiring for smarts. *Harvard Business Review,* 83(11): 100–109.
3. Allen, D.G., Bryant, P.C., & Vardaman, J. M. (2010). Retaining Talent: Replacing misconceptions with evidence-based strategies. *Academy of Management Perspectives,* 24, 48-64.
4. Gladwell, M. (2009). "Most Likely to Succeed: How Do We Hire When We Can't Tell Who's Right for the Job??" in *What the Dog Saw*. New York: Little Brown.
5. Gladwell, M. (2009). "The New-Boy Network: What Do Job Interviews Really Tell Us?" in *What the Dog Saw*. New York: Little Brown.
6. Fernandez-Araoz, C., Groysberg, B., & Nohria, N. (2009, May). The Definitive Guide to Recruiting in Good Times and Bad. *Harvard Business Review*, 87 (5)
7. Bitstream" HBS 5-898-255

Recommended readings:
1. Castilla, E.J. "Social networks and employee performance in a call center. American Journal of Sociology, 110: 1243-83.
2. Anderson, N., Lievens, F., Van Dam, K. & Ryan, A.M. (2004). Future perspectives on employee selection: Key directions from future research and practice. Journal of applied psychology Volume 53, Number 4, pp. 487-501(15)
3. Tam, P.A, Murphy, K.R & Lyall, J.T. (2004). Can changes in differential dropout rates reduce adverse impact? A computer simulation study of a multi-wave selection system. Personal psychology. Vol.57, Iss. 4; pg. 905, 30 pgs
4. Hausknecht, J.P., Day, D.V.& Thomas, S.C. (2004). Applicant reactions to selection procedures: An updated model and meta-analysis. Personnel psychology. Vol.57, Iss. 3; pg. 639, 45 pgs

5. Collins, C.J.& Han, J. (2004). Exploring applicant pool quantity and quality: the effects of early recruitment practitce strategies corporate advertising, and firm reputation. Personal psychology, Vol.57, Iss. 3; pg. 685, 33 pgs
6. Allen. D.G., Van Scotter, J.R, Otondo, R.F. (2004). Recruitment communication medial: Impact on prehire outcomes. Personnel Psychology.
Vol.57, Iss. 1; pg. 143, 29 pgs
7. Allen. D.G., Biggane, J.E. & Pitts, M. (2013). Reactions to Recruitment Web Sites: Visual and Verbal Attention, Attraction, and Intentions to Pursue Employment, Journal of Business and Psychology, 28, 263-285.
8. Earnest, D. R., Allen, D. G. and Landis, R. S. (2011), Mechanisms linking realistic job preview with turnover: A meta-analytic path analysis. Personnel Psychology, 64: 865–897.

Meetings 9 & 10: Performance Evaluation & Management
Compulsory Readings:
1. Kulik - Chapter 6
2. DeNisi, Angelo S.; Kluger, Avraham N., (2000). Feedback effectiveness: Can 360-degree appraisals be improved? The Academy of Management Executive, 14, 1.
3. DeNisi, A.S. & Sonesh, S. (2011). The appraisal and management of performance at work . Pp. 255-279 in *The APA Handbook of Industrial and Organizational Psychology, Vol 2: Selecting and Developing Members for the Organization*. Washington, DC, US: American Psychological Association.
4. "Merck & Co., Inc. - A" HBS 9-491-005

Recommended readings:
1. Van Dijk, D., & Kluger, A. N. (2011). Task type as a moderator of positive/negative feedback effects on motivation and performance: A regulatory focus perspective. Journal of Organizational Behavior, 32(8), 1084-1105. doi: 10.1002/job.725
2. Bamberger, P. (2007) Competitive appraising: A social dilemma perspective on the conditions in which multi-round peer evaluation may result in counter-productive team dynamics." Human Resource Management Review, 17, 1-18.
3. Smither, J.W, London, M.& Reilly, R.R. (2005). Does performance improve following multi source feedback? A theoretical model, meta-analysis, and review of empirical findings. Personnel Psychology, Vol.58, Iss. 1; pg. 33, 34 pgs
4. Scullem, S.E., Bergey, P.K. & Aiman-Smith, L. (2005). Forced distribution rating systems and the improvement of workforce potential: A baseline simulation. Personnel Psychology. Vol.58, Iss. 1; pg. 1, 32 pgs
5. Bono, J.E. & Colbert, A.E. (2005). Understanding responses to mutli-source feedback: the role of core self-evaluations. Personnel psychology.
Vol.58, Iss. 1; pg. 171, 33 pgs
6. Den Hartog, D.N, Boselie, P. & Paauwe, J. (2004). Performance Management: A Model and Research Agenda. Journal of applied psychology. Volume 53, Number 4, pp. 556-569(14)

Meetings 11 & 12: Compensation
Compulsory Readings:
1. B&M Chap. 5 (Required)
2. Bloom, M. 1999 "The performance effects of pay dispersion on individuals and organizations." Academy of Management Journal, 42.

3. Beer, M., Cannon, MD, Baron, JN, et al. (2004). Promise and peril in implementing pay-for-performance. *Human Resource Management*, 43: 3-48.
4. Camp, Dresser & McGee: Getting Incentives Right" HBS 9-902-122

Recommended reading:
1. Hollensbe, E.C. & Guthrie, J.P. (2000). Group pay for performance plans: the role of spontaneous goal setting. Academy of management journal.
   Vol.25, Iss. 4; pg. 864, 9 pgs
2. Gomez-Mejia, L.R., Welbourne, T.M. & Wiseman R.M. (2000). The role of risk sharing and risk taking under gainsharing. Academy of management.
   Vol.25, Iss. 3; pg. 492, 16 pgs
3. 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.
   Vol.46, Iss. 6; pg. 752
4. Blue, G.& Bordia, P.(2003). Moderating Effect of Allocentrism on the Pay Referent Comparison–Pay Level Satisfaction Relationship. Applied psychology. Volume 52, Number 4, pp. 499-514(16)
5. Currall, S.C., Towler, A.J., Judge, T.A. & Kohn, L. (2005). Pay satisfaction and organizational outcomes. Personnel psychology. Vol.58, Iss. 3; pg. 613, 28 pgs
6. Colella, Adrienne; Paetzold, Ramona L.; Zardkoohi, Asghar; Wesson, Michael J (2007). "Exposing Pay Secrecy." Academy of Management Review, 32, 55-71.

Meeting 13: Pay for Performance
Compulsory Reading:
1. Gerhart, B., Rynes, S., & Fulmer, I. (2009). Pay and Performance: Individuals, Groups, and Executives. Academy of Management Annals (3), 251-315. doi: 10.1080/19416520903047269.

Meeting 14: Employee Relations
Compulsory Readings:
1. B&M Chap. 6
2. Doucouliagos, C. & LaRoche, P. (2003). What do unions do to productivity? A Meta-analysis. Industrial Relations.42:650-691.
3. "Sprint-La Conexion Familiar A" HBS 97C001

Recommended readings:
1. David-Blake, A., Broschak, J.P & George, E. (2003). Happy together? How using nonstandard workers affects exit, voice, and loyalty among standard employees. Academy of Management Journal . Vol.46, Iss. 4; pg. 475
2. Flynn, F.J. (2005). Identity orientations and forms of social exchange in organizations. The academy of management review. Vol.30, Iss. 4; pg. 737
3. Bendersky, C. (2003). Organizational dispute resolution systems: A complementarities model. Academy of management review. Vol.28, Iss. 4; pg. 643
4. Mills. P.K & Ungson, G.R. (2003). Reassessing the limits of structural empowerment: Organizational constitution and trust as controls. Academy of management review. .Vol.28, Iss. 1; pg. 143

5. Colella, A., Paetzold, R.L. & Belliveau, M.A. (2004). Factors affecting coworkers' procedural justice inferences of the workplace accommodations of employees with disabilities. Personnel psychology. Vol.57, Iss. 1; pg. 1, 23 pgs

STUDENT ASSESSMENT:

Course Assignments:

Part (1): Individual Case reports (20% of final grade)
Each student will be assigned one case study to analyze in detail, with the grade based on the quality of the responses to the case-specific questions. Worth a maximum of 20 points. **<u>Case reports must be submitted before discussion in class.</u>** Each case analysis should be no longer than 6 pages in length (double spaced, 12 point, Times-New Roman). **Questions to address in specific case reports are given below.**

Part (3): Final Project (80% of final grade)
These are to be done **IN TEAMS of 2-4 students**. You should view this project as an exercise in consulting. As such, your consultant report should be *no longer than 15 pages long* (double spaced, 12 point, Times-New Roman type, 1 inch margins on top, bottom and sides). Moreover, you should defend each of your interpretations and suggestions by citing the relevant research literature (as cited in the text). Papers that fail to back critical statements on the basis of the research literature will be penalized up to 20 points. **The final project is due on the last day of the semester. For each week delay, 5 points will be deducted from the project grade.**

The project requires that you do the following:

- Describe each of the following HR subsystems in the organization in which you work using the model in the text as a guide:
    - People Flow Subsystem (staffing)
    - Performance Management Subsystem
    - Reward Subsystem (compensation)
    - Employee Relations Subsystem
- Assess the degree to which these three subsystems are internally aligned.
- Present a brief synopsis of the business strategy of your firm and the nature of the HR-relevant business environment within which it operates currently and is likely to operate in the future. Then assess the degree to which these three subsystems are and will remain externally consistent.
- Given your assessment of the internal and external fit of the HR subsystems, what changes would your recommend that your organization consider regarding its HR strategy?

Case report questions to address:

JetBlue Airlines
1. What are the key success factors for JetBlue to survive and continue to grow, and what will it take to execute on these factors?

2. This case was written at the beginning of 2001. With 9/11, all airlines experienced a drastic cut in passenger traffic. 9/11 occurred just after JetBlue hired some 1000 new employees. What should JetBlue do in order to handle this cut in projected demand?
3. With a growing organization came two problems: (a) Passenger complaints about poor/inconsistent service, (b) employee interest in being represented by a union. How should JetBlue respond to these challenges? (Hint: See any of the three readings in the Required Reading for Meetings 1-3).

United Parcel Service

1. Describe UPS's traditional approach to staffing and personnel advancement. Is this approach still appropriate given the change in UPS's external environment?
2. Describe UPS's traditional approach to controlling the way in which its employees do their job. Is this approach still appropriate given the change in UPS's external environment?
3. Who are the major stakeholder groups in this case? What are their key concerns regarding a shift in the nature of the employment relationship?
4. Suppose that UPS decides to grow on the basis of an acquisition – what steps would you recommend UPS implement and at what stage of the acquisition process to ensure the success of such a move from an HR perspective."

Bitstream

1. Jim sole can either hire the head of the new network print manager project from within Bitstream, or go to the external labor market. What are the tradeoffs (i.e., advantages/disadvantages) of these two alternative recruitment sources (internal vs. external labor market)? (HINT: See Fernandez-Araoz et al.'s article in Required Reading).
2. Based on the details provided in the case, develop a job description for this new position and specify the job requirements.
3. How should Sole select from among the four remaining candidates? Present at least three selection mechanisms that might be used (e.g., interview, resume, references, simulation) and for each, specify strengths and weaknesses. If you chose interview as one of your mechanisms, be sure to indicate: (a) what type of interview you would use, (b) who you would ask to do the interviewing, and (c) what questions you would ask (and why). (HINT: See Menkes' article in Required Reading).

Merck A

1. Who is covered by Merck's Performance Appraisal System?
2. What are the major problems with Merck's Performance Appraisal System? Are these problems evident from Exhibit A2? Why or why not?
3. What is a compa-ratio, and how might performance scores influence an employee's compa-ratio? How might turnover be affected by having a large number of employees reaching a compa-ratio of 125% during a slow or no growth period? During a period of downsizing?
4. To what degree is pay (or change in pay) related to performance under the existing system? What would you recommend doing to strengthen the

relationship? (HINT: See (1) DeNisi, & Sonesh and (2) DeNisi & Kluger articles in Required Reading).

Camp Dresser & McKee
1. In what ways does the BIPS system fit with and contribute to CDM's human resource strategy? In what way does the BIPS process provide a response to the firm's current business environment?
2. What are some of the problems that you can identify with the CDM's approach for pay for performance for titled employees? (HINT: See Gerhart, Rynes, & Fulmer article in Required Reading for Meeting 13).
3. What, if anything, may be done to solve the problems with the BIPS process noted on pp. 7-9 of the case? (HINT: See the article by Beer et al. in Required Reading).

Sprint – La Conexion Familiar
1. What dilemmas must Sprint confront in having to respond to the union's attempt to organize its workers?
2. What would you recommend to Sprint's management to do? What are the likely implications of your recommendation with regard to Sprint's ability to remain competitive in the long-distance market? How is your recommendation superior to Sprint's other alternatives?
3. How should Sprint respond to Art Henderlon's interest in putting more effort into organizing a union than in making sales calls (his job)?
4. While Sprint is opposed to unionization, other companies that we have discussed (e.g., UPS, Southwest) have invited the union in. Why would management invite a union in and would that strategy work at Sprint? (See article by Doucouliagos, & LaRoche in Required Reading for Meeting 14).