

Human Resources Management

HRM

Section 1

Instructor/Title	Dr. Zhaocheng Zeng
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【Course Outline / Description】

Human resources management (HRM) refers to the policies, practices, and systems that influence employees' behaviors, attitudes, and performance. Many companies refer to HRM as "people practices". HRM plays a key role in determining the survival, effectiveness, and competitiveness of businesses. Effective HRM practices support business goals and objectives. Moreover, extensive research shows that effective HRM practices can enhance company performance by contributing to employee and customer satisfaction, creativity, innovation, productivity, and development of a favorable reputation in the firm's community. HRM practices include analyzing and designing work, determining human resource needs (HR planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), rewarding employees (compensation), evaluating their performance (performance management), and creating a positive work environment (employee relations).

This course teaches knowledge of the key aspects of human resources management (HRM) in companies, focusing on the connections between organizational strategies and human resources practices. The topics covered in this course include strategic human resources management, the legal environment, the analysis and design of work, HR planning, recruitment and selection, employee training, performance management, and compensation. While the examples in the course will be global, the focus will be on Asia and in particular Japan.

Section 2

【Course Objectives/Goals/Learning Outcomes】

This course is designed to: (1) facilitate students' learning of key principles and concepts of Human Resources Management (HRM); (2) develop students' awareness of the skills and tools needed for HRM decisions; and (3) provide students with the opportunity to apply knowledge and skills related to HRM.

At the end of the course, students are expected to be able to: (1) understand the contribution of HRM to organizational effectiveness; (2) learn the key principles, concepts, and tools of managing HRM; (3) apply the knowledge/skills of HRM to solve real-life problems. The learning goals of the course illustrated above will be accomplished via textbook and other reading materials, class discussions, assignments, presentations, lectures, videos, and other student contributions.

Section 3

【Class Schedule/Class Environment, Literature and Materials】

Lecture No.	Schedule of Instruction	Work Outside of Classroom Activities
Lecture 1	Introduction of the course	Read the course syllabus on the blackboard
Lecture 2	The Strategic Role of the HRM Function	Read Chapter 1 and understand the importance of HRM
Lecture 3	The Challenges influencing HRM	Read Chapter 1 and understand the three key challenges facing HRM

Lecture 4	The Challenges influencing HRM	Read Chapter 1 and understand the three key challenges facing HRM
Lecture 5	Strategic Human Resources Management	Read Chapter 2 and understand the concept of strategic HRM
Lecture 6	Strategic Human Resources Management	Read Chapter 2 and understand the concept of strategic HRM
Lecture 7	Strategic Human Resources Management	Read Chapter 2 and understand the concept of strategic HRM
Lecture 8	The Legal Environment	Read Chapter 3 and understand laws related to HRM
Lecture 9	The Legal Environment	Read Chapter 3 and understand laws related to HRM
Lecture 10	The Analysis and Design of Work	Read Chapter 4 and understand job analysis and work design
Lecture 11	The Analysis and Design of Work	Read Chapter 4 and understand job analysis and work design
Lecture 12	The Analysis and Design of Work	Read Chapter 4 and understand job analysis and work design
Lecture 13	Human Resources Planning	Read Chapter 5 and understand the concept of HR planning
Lecture 14	Recruitment	Read Chapter 5 and understand different recruitment strategies
Lecture 15	Recruitment	Read Chapter 5 and understand different recruitment strategies
Lecture 16	Recruitment	Read Chapter 5 and understand different recruitment strategies
Lecture 17	Selection	Read Chapter 6 and understand different selection strategies
Lecture 18	Selection	Read Chapter 6 and understand different selection strategies
Lecture 19	Recruitment and Selection Exercise	Read materials provided by instructor
Lecture 20	Training	Read Chapter 7 and understand the importance of training
Lecture 21	Training	Read Chapter 7 and understand the training design process and training methods
Lecture 22	Training	Read Chapter 7 and understand the training design process and training methods
Lecture 23	Performance Management	Read Chapter 8 and understand the concept and purposes of performance management
Lecture 24	Performance Management	Read Chapter 8 and understand the performance measures criteria
Lecture 25	Performance Management	Read Chapter 8 and understand different approaches to measuring performance
Lecture 26	Performance Management	Read Chapter 8 and understand different approaches to measuring performance
Lecture 27	Compensation	Read Chapter 11 and 12 and understand pay structure and different types of compensation
Lecture 28	Compensation	Read Chapter 11 and 12 and understand pay structure and

		different types of compensation
Lecture 29	Compensation	Read Chapter 11 and 12 and understand pay structure and different types of compensation
Lecture 30	Final exam review session	Final exam review session

【Textbooks/Reading Materials】

Textbooks (Title, Author, Publisher)

Title:

Human Resources Management: Gaining a Competitive Advantage, Tenth Global Edition

Authors: Raymond Noe, John Hollenbeck, Barry Gerhart, Patrick Wright

Publisher: McGraw-Hill Education

ISBN: 978-1-259-25506-9

Section 4

【Learning Assessments/Grading Rubric】

Grading Criteria

Final Exam: 30%

First in-class Quiz: 7.5%

Second in-class Quiz: 7.5%

Assignment 1 (Job incumbent interview): 20%

Assignment 2 (HRM recommendations): 25%

Work Outside of Classroom Activities: 10%

*The two in-class quizzes and the final exam are multiple-choice tests. Assignment 1 and Assignment 2 are both writing assignments. Assignment 1 (Job incumbent interview) requires you to interview one person who works in the occupation or profession in which you are interested. The job should be entry-level. Assignment 2 (HRM recommendations) is to make recommendations regarding the Human Resources Management (HRM) methods/practices that should be used for the job that you chose to analyze in your Assignment 1.

*Feedback of quizzes will be given to students in class. Feedback of assignments will be provided to students on Blackboard.

Section 5

【Additional Information】

Instruction to Students

-Students are advised to expose themselves to news regarding HRM through TVs, newspapers, and the Internet on a daily basis.

-Active and respectful class participation is highly appreciated.

-If you miss class ten times or more, you will not be allowed to take the final exam. With four absences, you will lose 5 points from your final grade; with six absences, you will lose 10 points; and with eight absences, you will lose 15 points.