**中南财经政法大学课程教学大纲**

**Course Syllabus of**

**Zhongnan University of Economics and Law**

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| **Course Title: International Human Resource Management** | | | | |
| **Course Code** | **41103004** | | **Semester** |  |
| **Teaching Hours** | **32** | | **Credits** | **2** |
| **Prerequisites** | **Principles of Management, Organizational Behavior** | | | |
| **Instructor Information** | | | | |
| **Name** | **Qing Lu; Rongzhi, Liu** | | **Email** | **z0004884@zuel.edu.cn；liurongzhi@zuel.edu.cn** |
| **Institute** | **Zhongnan University of Economics and Law** | | | |
| **Applicable Object** | International Students | | | |
| **Course Objectives** | Students will develop a comprehensive knowledge of strategic issues affecting the employer-employee relationship, including analysis of global, national and organizational conditions that impact HRM outcomes. Based on this knowledge, students will be able advance appropriate organizational HRM practices.  Through the activities assigned in this course, each successful student will achieve the following: Strategic Human Resource Management: Knowledge of strategic management concepts (strategy development, macro/micro-economics, human resource law, leadership, ethics, scorecard metrics, global HRM, etc.) related to designing and implementing effective and efficient human resource management programs. B. Workforce/Staffing, Planning and Employment: Knowledge of workforce planning and employment concepts (employment laws, job analysis and design, HR forecasting, recruiting methods, valid selection practices, etc.) related to designing and implementing effective organizational staffing practices.  C. Human Resource Development: Knowledge of human resource development (HRD) concepts (learning styles, training analysis, development, design, Implementation, evaluation, etc.) related to designing and implementing effective organizational training and development practices.  D. Total Rewards/Compensation: Knowledge of total compensation concepts (wages, variable pay, benefits administration, pay policy, pay structure, pay philosophy, compensation administration, compensation law, etc.) related to designing and implementing effective compensation and benefit practices.  E. Employee/Labor Relations and Risk Management: Knowledge of employee and labor relations (ELR) concepts (organizational behavior, fair treatment, discipline, union security, management rights, collective bargaining, labor law, alternative dispute resolution [ADR], and risk management, occupational health, safety and security, etc.) related to designing and implementing effective organizational practices. | | | |
| **Course Description**  **(200 words)** | This course provides an overview of the role of human resource management (HRM) in  contributing to organizational effectiveness. The course examines the techniques, policies, processes, strategies, and practices used by companies and/or managers to effectively and efficiently utilize human resources. Students will learn theories and practices in many different “core” areas of human resource management including staffing, performance management, work and job design, training, compensation, and labor relations. We will examine how the business strategy, legal environment, and megatrends in the external labor market affect human resource management. The course will also examine how the human resource functions contribute towards the formulation and implementation of business strategy and achievement of competitive advantage. | | | |
| **Assessment Methods** | The weightings for final grading will be 50% from course work including individual  assignment, and class participation and 50% from a final examination.  Continuous assessment:  30% Individual Assignment (paper)  20% Class Participation (attendance & in-class discussion)  Final exam:  50% Examination | | | |
| **Textbooks and References** | Dessler, G., & Tan, C-H. Human Resource Management: An Asian Perspective (2nd Edition in English). China Machine Press.  References:  1. Dess, G.; Lumpkin, G.; Eisnes, A. Strategic Management: Text and Cases, 4th ed.; McGraw-Hill: New York, NY, USA, 2009.  2. Hancock, J.I.; Allen, D.G.; Bosco, F.A.; McDaniel, K.R.; Pierce, C.A. Meta-analytic review of employee turnover as a predictor of firm performance. J. Manag. 2013, 39, 573–603.  3. Jiang, K.; Lepak, D.P.; Hu, J.; Baer, J.C. How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. Acad. Manag. J. 2012, 55, 1264–1294.  4. Nyberg, A.J.; Ployhart, R.E. Context-emergent turnover (CET) theory: A theory of collective turnover. Acad. Manag. Rev. 2013, 38, 109–131  5. Park, T.-Y.; Shaw, J.D. Turnover rates and organizational performance: A meta-analysis. J. Appl. Psychol. 2013, 98, 268–309. | | | |
| **Course planning** | | | | |
| **Chapter 1 Introduction to HRM** | | What Is Human Resource Management?  Why Is Human Resource Management Important to All Managers?  Line and Staff Aspects of Human Resource Management  Line Managers’ Human Resource Duties  Human Resource Manager’s Duties  New Approaches to Organizing HR  Cooperative Line and Staff HR Management: An Example  Moving from Line Manager to HR Manager | | |
| **Chapter 2 Strategic HRM** | | Goal-Setting and the Planning Processing  Types of Strategies  Top Manager’s Role in Strategic Planning  Departmental Managers’ Strategic Planning Roles  Departmental Managers’ Strategic Planning Roles in Action: Improving Mergers and Acquisitions  Defining Strategic Human Resource Management  Human Resource Strategies and Polices | | |
| **Chapter 3 Job Analysis** | | Uses of Job Analysis  Conducting a Job Analysis  Job Identification  Job Summary  Relationships  Responsibilities and Duties | | |
| **Chapter 4 HR Planning** | | Strategy and Workforce Planning  Forecasting Personnel Needs (Labour Demand)  Forecasting the Supply of Inside Candidates  Forecasting the Supply of Outside Candidates  Why Recruiting Is Important What Makes Recruiting a Challenge? Organizing How You Recruit | | |
| **Chapter 5 Selection and Testing** | | Person and Job/Organization Fit  Reliability  Validity  Evidence-Based HR: How to Validate a Test Bias  Utility Analysis  Tests of Cognitive Abilities  Tests of Motor and Physical Abilities  Measuring Personality and Interests  Achievement Tests  Why Perform Background Investigations and Reference Checks? The Legal Dangers and How to Avoid Them How to Check a Candidate’s Background The Social Network: Checking Applicants’ Social Postings Using Preemployment Information Services  The Polygraph and Honesty Testing | | |
| **Chapter 6 Interviewing Candidates** | | Types of Employment Interviews  Structured Versus Unstructured Interviews  Interview Content (What Types of Questions to Ask)  How Should We Administer the Interview?  Designing a Structured Situational Interview  How to Conduct an Effective Interview  Using a Streamlined Interview Process  Guidelines for Interviewees | | |
| **Chapter 7 Training and Development** | | The Purpose of Employee Orientation/Onboarding  The Orientation Process  Aligning Strategy and Training  Training and Performance  The ADDIE Five Step Training Process  Conducting the Training Needs Analysis  Designing the Training Program  Developing the Program  Designing the Study  Training Effects to Measure | | |
| **Chapter 8 Performance Management** | | The Performance Appraisal Process  Why Appraise Performance?  Potential Appraisal Problems  Guidelines for Effective Appraisals  Appraisals and the Law  Managing the Appraisal Interview  Performance Management vs. Performance Appraisal  Using Information Technology to Support Performance Management  Appraising and Actively Managing Employees  Segmenting and Actively Managing Employees in Practice | | |
| **Chapter 9 Managing Careers** | | Career Terminology  Careers Today  Employer Career Efforts Today  The Employee’s Role  The Employer’s Role  The Manager’s Role  Making Promotion Decisions  Sources of Bias in Promotion Decisions  Promotions and the Law  Managing Transfers  Managing Retirements | | |
| **Chapter 10 Compensation** | | Legal Considerations in Compensation  Compensating Executives and Managers  What Determines Executive Pay?  Compensating Professional Employees  What is Competency-Based Pay?  Broadbanding  Comparable Worth  Board Oversight of Executive Pay  Tomorrow’s Pay Programs | | |
| **Chapter 11 Global HRM** | | The Manager’s Global Challenge  How Intercountry Differences Affect HRM  International Staffing: Home or Local?  Offshoring  Management Values and International Staffing Policy  Selecting Expatriate Managers  Orienting and Training Employees on International Assignment  Compensating Expatriates  Developing a More Effective Global HR System  Making the Global HR System More Acceptable  Implementing the Global HR system | | |