**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) incontributing 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 individualassignment, 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, 109–1315. 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 DutiesHuman Resource Manager’s DutiesNew Approaches to Organizing HR Cooperative Line and Staff HR Management: An ExampleMoving from Line Manager to HR Manager |
| **Chapter 2 Strategic HRM** | Goal-Setting and the Planning ProcessingTypes of StrategiesTop Manager’s Role in Strategic Planning Departmental Managers’ Strategic Planning Roles Departmental Managers’ Strategic Planning Roles in Action: Improving Mergers and AcquisitionsDefining Strategic Human Resource ManagementHuman Resource Strategies and Polices |
| **Chapter 3 Job Analysis** | Uses of Job AnalysisConducting a Job AnalysisJob IdentificationJob SummaryRelationshipsResponsibilities and Duties |
| **Chapter 4 HR Planning** | Strategy and Workforce Planning Forecasting Personnel Needs (Labour Demand)Forecasting the Supply of Inside CandidatesForecasting the Supply of Outside Candidates Why Recruiting Is ImportantWhat Makes Recruiting a Challenge?Organizing How You Recruit  |
| **Chapter 5 Selection and Testing** | Person and Job/Organization FitReliabilityValidityEvidence-Based HR: How to Validate a TestBiasUtility AnalysisTests of Cognitive AbilitiesTests of Motor and Physical AbilitiesMeasuring Personality and InterestsAchievement TestsWhy Perform Background Investigations and Reference Checks?The Legal Dangers and How to Avoid ThemHow to Check a Candidate’s BackgroundThe Social Network: Checking Applicants’ Social PostingsUsing Preemployment Information Services The Polygraph and Honesty Testing  |
| **Chapter 6 Interviewing Candidates** | Types of Employment InterviewsStructured Versus Unstructured Interviews Interview Content (What Types of Questions to Ask)How Should We Administer the Interview?Designing a Structured Situational InterviewHow to Conduct an Effective InterviewUsing a Streamlined Interview ProcessGuidelines for Interviewees |
| **Chapter 7 Training and Development** | The Purpose of Employee Orientation/OnboardingThe Orientation ProcessAligning Strategy and TrainingTraining and PerformanceThe ADDIE Five Step Training ProcessConducting the Training Needs AnalysisDesigning the Training ProgramDeveloping the Program Designing the StudyTraining Effects to Measure |
| **Chapter 8 Performance Management** | The Performance Appraisal ProcessWhy Appraise Performance?Potential Appraisal ProblemsGuidelines for Effective AppraisalsAppraisals and the LawManaging the Appraisal InterviewPerformance Management vs. Performance AppraisalUsing Information Technology to Support Performance ManagementAppraising and Actively Managing EmployeesSegmenting and Actively Managing Employees in Practice |
| **Chapter 9 Managing Careers** | Career TerminologyCareers TodayEmployer Career Efforts TodayThe Employee’s RoleThe Employer’s RoleThe Manager’s RoleMaking Promotion DecisionsSources of Bias in Promotion DecisionsPromotions and the LawManaging TransfersManaging Retirements |
| **Chapter 10 Compensation** | Legal Considerations in CompensationCompensating Executives and ManagersWhat Determines Executive Pay?Compensating Professional EmployeesWhat is Competency-Based Pay?BroadbandingComparable Worth Board Oversight of Executive PayTomorrow’s Pay Programs |
| **Chapter 11 Global HRM** | The Manager’s Global ChallengeHow Intercountry Differences Affect HRMInternational Staffing: Home or Local?OffshoringManagement Values and International Staffing Policy Selecting Expatriate ManagersOrienting and Training Employees on International AssignmentCompensating ExpatriatesDeveloping a More Effective Global HR SystemMaking the Global HR System More AcceptableImplementing the Global HR system  |