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Office hours: Tuesday, 4.00-5.00 pm

Course Description
This doctoral-level seminar will provide students with an overview of different issues in the domain of Human Resource Management (HRM) research. The main focus of seminar discussions and assignments will be on theoretical, conceptual, and empirical issues in work design, staffing, performance management, compensation, training and development, as well as strategic human resource management.

Course Objectives
1. Gain an understanding of current theory and practice in HRM.
2. Critically evaluate empirical and theoretical literature in HRM.
3. Engage in discussions on research, theory, conclusions, methods, and issues in HRM.
4. Identify research ideas based on previous academic research and writing.
5. Conceptualize research designs and consider appropriate methodologies in developing a research proposal

Course Requirements
Seminar Leadership  20%  
Research Paper and Presentation  40%  
Friendly Peer Review  20%  
Class Participation and Writing assignments  20%  

Seminar Leadership
For each class session, one or more students will be assigned to lead the seminar covering the listed readings. Designated discussion leaders for each class will be assigned on the first day of class. Depending on the class size, students may have the opportunity to lead 2-3 class sessions on different topics.

The role of the discussion leader will be to clarify key concepts, identify controversial or interesting points presented by the papers we study, point out other articles of relevance, provide critiques of the readings, etc. It is not, however, the role of the facilitator to lead the entire discussion: all students must participate equally. Seminar leaders have full creative liberty regarding how to organize and lead the discussion. This can include, but should not be limited to, providing discussion questions for the class, organizing framework or figures, bringing in additional articles reflecting current (or historical) research trends, etc. Before the session that you will be assigned to lead, please discuss your planned approach with me so that I can provide
feedback and prepare the appropriate material connected to the seminar topic.

Research Paper and Presentation
Based on a problem or research need identified during the seminar, each student will develop a research proposal. This proposal should clearly identify a problem of theoretical and practical significance, propose hypotheses that are derived from appropriate theory, identify specific variables that would be assessed to address the problem/test the hypotheses, and outline potential means of soliciting data, as well as the nature of the process used to collect those data. This is a proposal for basic (scientific) research, and should focus on psychological, economic, or HRM constructs and their inter-relationships.

In practical terms, the end product will essentially be the introduction and method sections of an empirical journal article. For the introduction section, you will first review the literature on a particular topic and then propose your own hypotheses. Each hypothesis should be preceded by a sound rationale. For the method section, you will describe your participants (experimental subjects, survey respondents, etc.) and procedure (including survey measures, if any), and your analytical strategy.

Originality, thoroughness, and scholarly thinking are the most important criteria for the research paper. All papers should be written in a format and structure suitable for submission to top journals in the field (e.g., Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology), and should not exceed thirty pages (without references). Follow the guidelines specified by the American Psychological Association (APA) in formatting your manuscript. Because the best papers in the field are not written once, but are instead re-written and drafted many times, your work on the research paper will mirror this process, with several iterations in writing and conceptual development. The specific deliverables are listed below:

I. Research Proposals: A 3-5 page research proposal is due by week 5 (INSERT DATE). Aside from my feedback on these proposals, each proposal will also be distributed to two other students for review and critique. To ensure that the author has time to consider and integrate this feedback into the paper, the student reviewers will return the feedback to me (two copies placed in my mailbox in MB 13-138) no later than (INSERT DATE). I will provide you with feedback, as well as the feedback from your fellow student reviewers on (INSERT DATE).

II. First Draft of Research Paper: The first draft of the research paper is due (INSERT DATE). Please e-mail it to me, and I will forward it to two of your classmates for review. Reviews from the students are due on (INSERT DATE). I will provide you with my feedback and the feedback from the student reviewers in class on (INSERT DATE).

III. Presentation: Presentations will be made by each student during the last two class periods, and will follow the format of the Academy of Management Meetings Conference (15 minute power-point presentation, followed by questions from the audience).

IV. Final Draft: The final paper is due on (INSERT DATE). Each student must also submit a short written response to the comments made by their reviewers with their final draft.
Friendly Peer Review
An integral aspect of an academic career is the opportunity to read and review the papers of your colleagues. As indicated above, feedback will be provided and received at many opportunities during the seminar, making the class a dynamic forum for mutual intellectual development. You will be required to provide feedback to your classmates on the proposals and drafts of the required theoretical paper, and will receive feedback on your paper from your classmates.

Class Participation and Writing Assignments
Class Participation
The success of this course is largely dependent on student participation, which will require adequate preparation for each seminar. When students meet this challenge, everyone benefits from a more positive and interesting learning environment. Students are expected to be well-prepared for class by reading all papers required for a given class session (marked with an asterisk), thinking critically about the themes and issues that characterize their content, and preparing to actively participate in class discussion. Students are encouraged, although not required, to read beyond the assigned readings and to bring to the class’ attention research that informs and explores the topic (some suggested, additional articles are listed after the required readings). In preparing for class discussion, you may want to ask yourself some of the following questions:

- What question is the author addressing? How important/interesting is this question?
- What assumptions does the author make? How valid are these assumptions?
- What are the strengths and weaknesses of this article?
- How does this article fit in with other articles on the topic?
- If you were doing research in the same content area as the article, what would you do next, or do differently? For example, how could this work be extended or refined?

Class sessions will be spent evaluating, integrating, and supplementing the material presented in the readings. The quality and quantity of student contributions to class discussions will be evaluated when grading this course component. High-quality contributions to class discussion will (a) demonstrate knowledge and comprehension of course content, (b) identify critical issues that critique course content, (c) pose questions of interest given course content, and/or (d) integrate themes common across course content.

Writing Assignments
Written assignments will facilitate student preparation for class participation. Students will be expected to complete these assignments throughout the semester. Each one is described in the course schedule.

High-quality writing assignments will (a) accomplish the objective being laid out, (b) be presented in a writing style that is clear and organized, (c) demonstrate that the student comprehends the material presented in the readings, and (d) provide comments and perspectives that are novel, integrative, and analytically-sophisticated.

†Students will turn in a written assignment in every class except when the student is the Seminar Leader.
**Required Materials**
Students are responsible for obtaining copies of the readings listed in the class schedule in advance of each class. Unless otherwise indicated, these readings are available electronically through the Concordia Library.

**General Comments**
No supplemental work is allowed to make up a low grade. There are no make-up presentations or papers. If you miss a presentation for any reason (e.g., medical reason), you need to provide a university-validated document that justifies your absence.

**Course Readings**
Each week’s reading (from Week 3 onwards) begins with a set of review articles or meta-analyses. These articles are marked (†). I highly recommend that you review these articles to obtain an overview of the topic for the week. The articles marked with an asterisk (*) are required reading for each week.

**Week 1**

**Course Overview and Introduction to the Field of Human Resource Management**


**Week 2**

**Human Resource Management Research and Practice**


**Assignment**

Please be prepared to discuss these questions:
1. What are the major themes in these articles?
2. How have these articles affected your thinking about HRM research?
3. Do you think discussions such as those in the assigned articles influence HRM researchers? How?
4. Should all HRM research inform practice? How should practice inform HRM research? Be prepared to justify your position.

**Week 3**

**Work Design**


Journal of Organizational Behavior: Special Issue on Work Design

**Assignment**
Write a no more than a two-paged paper summarizing the major themes of these readings.

**Week 4**
**Job Analysis and Competency Modeling**


**Assignment**
Pick one future research idea/question/area for research that is explicitly identified in the Discussion section of any of the assigned articles. Discuss the importance of the research question and its relevance for practitioners. (maximum 2 pages).

**Week 5**
**Recruiting**


**Assignment**

Based on the readings, write a two page paper describing one important and interesting research question that you believe should be studied in recruitment research. Make sure you describe why your question is important from an academic and practical perspective. Cite relevant literature. Also, include a discussion of the methodology you would use, i.e., sample, procedure, measured variables, description of independent and dependent variable(s).

**Week 6**

**Staffing & Selection**


Assignment
Read each article and be prepared to discuss its contribution to selection and/or staffing research.

Week 7
Performance Management


Heidemeier, H. & Moser, K. (2009). Self-other agreement in job performance ratings: A meta-
Assignment:
As you may have noticed by now, the Discussion section of every article includes directions for future research.
1. Choose one of the empirical articles from this week that interests you (other than the meta-analyses).
2. Pick one future research idea/question/area for research that is explicitly identified in the Discussion section of the article.
3. Discuss the methodology you would recommend for testing that research question. Methodology includes sample, procedure, brief discussion of measures, and data analysis strategy.

Your write-up should not exceed three double-spaced pages. Make sure you clearly identify the title of the article, the future research idea/questions and the page number where it appears in the article, and each section of your proposed methodology.

Week 8
Compensation & Pay for Performance

Barry Gerhart; Sara L. Rynes; Ingrid Smitey Fulmer


Other useful books on compensation research and theory


**Assignment**
Write a short paper (three pages, maximum) entitled, “Theories that have been used in compensation research: Past and future”. The “future” part of the paper should identify and discuss one or two theories that haven’t been used in compensation research, but which you believe could help advance the field. Make sure you briefly describe the theories and how they can help advance (or have helped advance) our understanding (i.e., the research questions they will help address or have helped address).
Week 9  
Training


Other Useful Resources


Assignment
Choose one of the empirical articles from this week’s readings (not the meta-analysis or reviews). Read and critically evaluate the article. Prepare a short paper (three pages, maximum) answering the following questions.
1. What was the purpose and contribution(s) of the article?
2. What are the strengths and weaknesses of the methods used (participants, measures, design)?
3. Is the statistical analysis appropriate? Why or why not? Could the data have been analyzed using a different statistical approach? Explain.
4. How do you think this study added to the training literature?

**Week 10 Development**


**Assignment**
Find an empirical article published between 2007 and 2011 on mentoring, or coaching, or 360 degree feedback. Write a one-paged summary of the article. Make sure you include the full citation of the article. Please bring copies of the article to share with the other seminar participants and the instructor.

**Week 11**
**Strategic Human Resource Management**


Other papers on measurement issues


B. Schneider, P. Hanges, D. Smith, & A. Salvaggio (2003). Which comes first: Employee

**Assignment**
Write a 3-4 paged paper (a) summarizing what you believe are the major contributions of the studies we read this week to our understanding of SHRM; and (b) discussing which two future research directions can make the next important contribution to SHRM. Justify your choice of research questions.

**OR**

Write a 3-4 paged paper summarizing the measurement issues in Strategic Human Resource Management. Explain why they are important. How should future SHRM research address these issues?

**Week 12**

**Diversity from a HR Perspective**


**Assignment**
Based on the readings write a two-paged paper describing one important and interesting research question that you believe diversity research should address. Make sure you describe why your question is important from a HR perspective. Cite relevant literature. Also, include a discussion of the methodology you would use, such as sample, procedure, measured variables, description of independent and dependent variable(s).

**Week 13**
Student Presentations

**References:** The format, write-up, assignments, and readings for this seminar draw heavily from material presented in other doctoral seminars in Human Resource Management and related areas that are offered by Professors R. Noe (Ohio State), J. Dencker (Illinois), B. Dineen (Kentucky), D. Lepak (Rutgers), R. Dalal (George Mason), J. Hoobler (Illinois, Chicago).

*The instructor reserves the right to make changes to the course outline with reasonable advance notice.*

**Academic Integrity**
The Code of Conduct (Academic) at Concordia University states that the "integrity of University academic life and of the degrees, diplomas and certificates the University confers is dependent upon the honesty and soundness of the instructor-student learning relationship and, in particular, that of the evaluation process. As such, all students are expected to be honest in all of their academic endeavours and relationships with the University." (Undergraduate Calendar 2008-2009, section 17.10.3 page 66)

*All students enrolled at Concordia are expected to familiarize themselves with the contents of this Code. You are strongly encouraged to visit the following web address: [www.concordia.ca/academicintegrity](http://www.concordia.ca/academicintegrity), which provides useful information about proper academic conduct.*