Institute of International Management  
National Cheng Kung University  
Human Resource Management  
Spring 2011

**Instructor:** Dr. Hsi-An Shih  
**Office:** R61407  
**Phone:** 06 275 7575 # 53520  
**Email:** hashih@mail.ncku.edu.tw

**Class Time:** Thursday 6:30 -- 9:20 pm  
**Classroom:** 62201  
**Office Hrs:** by appointment

**Course Overview and Objectives:**

This course is about both the design and execution of human resource management strategies. This course has two central themes: (1) How to think systematically and strategically about aspects of managing the organization's human assets, and (2) What really needs to be done to implement these policies and to achieve competitive advantage.

This course will not get into the technical details of personnel management such as the psychometric aspects of test validation, the specifics of job evaluation methods, the mechanics of interviewing, or the intricacies of employment law. These topics are primarily relevant to those intending to be human resource professionals. Instead, this course adopts the perspective of a general manager and addresses human resource topics from a strategic perspective.

Many managers and organizations recognize that a critical source of competitive advantage often comes not from having the most ingenious product design, the best marketing strategy, or the most state of the art production technology, but rather from having an effective system for obtaining, mobilizing, and managing the organization's human assets. A number of recent developments, including demographic changes in the labor force, the rapid pace of technological change, increased global competition, experiments with new organizational arrangements, and public policy attention to work force issues, are making human resource management topics increasingly important for all managers in organizations. Although many organizations recognize the importance of managing the work force
effectively and even "know" what approaches are effective, it is remarkable how often firms and managers fail to implement these approaches.

This course is designed to be integrative, drawing upon foundational material to which you have been exposed in previous human resource courses. Our orientation will be both analytical and managerial, focusing on the development of concepts and strategies that can increase your effectiveness in developing policies and practices that general managers can use to enhance the value of the people in their organizations.

**Grading:**

Paper and Case Presentation 20%, Class Participation and Critique 50%, Term Project and Presentation 20%, Written Exam: 10%.

**Class Procedures:**

The class will have three forms of activities, lecture, article and case presentation as well as discussion. Each presentation has to be handled by one pre-assigned team. The responsibility of the team is to introduce the essential contents of the assigned reading materials. Each presentation will last for 30~45 minutes depending on the length of the article, book chapter or case.

**Class Participation:**

Because this is a case-based class, each student is required to be an active participant in case discussions. Your participation grade will reflect my assessment of your total contribution to the learning environment. This includes not only the frequency of your contributions in class, but also their quality. Quality, includes, among other things: (1) sound, rigorous, and insightful diagnosis (e.g. sharpening of key issues, depth and relevance of analysis); (2) ability to draw on course materials and your own experience productively; (3) ability to advance or sharpen in-class discussion and debate, willingness to take risky or unpopular points of view, use of logic, precision, and evidence in making arguments; (4) professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all section members and their class contributions). Unexcused absences and lack of preparation
will be counted heavily against your grade.

**Weekly Course Overview:**

**Week 1: Overview of HRM class (2/24)**

**Week 2: Introduction of strategic HRM (3/3)**
Lecture: strategic HRM
Case: Morgan Stanley: Becoming a “One-Firm Firm”

**Week 3: The Strategic Importance of HR (1) (3/10)**

**Week 4: The Strategic Importance of HR (2) (3/17)**
Case: Southwest Airlines

**Week 5: The Strategic Importance of HR (3) (3/24)**
Reading: *The Human Equation: Building Profits by Putting People First* by Jeffrey Pfeffer, Chapter 1 and 3, ISBN 0-87584-841-9

**Week 6: Strategy Alignment (3/31)**
Case: Citibank: Performance Evaluation

**Week 7: Work Systems (4/14)**
Case: NUMMI

**Week 8: Mid-term Exam (4/21)**

**Week 9: Selection (4/28)**
Lecture: Recruitment and selection
Case: BRB in Israel

**Week 10: Training and Development (5/5)**
Lecture: Training & development
Case: The Ritz-Carlton Hotel Co.

**Week 11: Performance Appraisal (5/12)**
Lecture: Performance Appraisal
Case: Rob Parson

**Week 12: Career (5/19)**
Case: Black & Decker-East Hemisphere

**Week 13: Compensation (5/26)**
Lecture: Compensation
Case: Harrah’s Entertainment Inc.: rewarding our people

**Week 14: Term project presentation (6/2)**

**Week 15: Term project presentation (6/9)**

**Week 16: Final Exam (6/16)**

**Group Based Activities and Evaluation:**
All the article/case and term project presentation are group based. To make sure the good quality of group activities as well as avoid free-riding, each group has to submit an evaluation of group members twice at this semester. The first time is at end of the 8th week, and the second time is at the end of this semester. That evaluation should list the name of each group member and assessed by three criteria. They are presence in meeting, punctuality in meetings, and well-prepared in meetings. The sample evaluation form is listed below.
<table>
<thead>
<tr>
<th>Name</th>
<th>Absence</th>
<th>Punctuality</th>
<th>Well-Preparation</th>
<th>Overall Score (1~100)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom</td>
<td>Never</td>
<td>Yes</td>
<td>High</td>
<td></td>
</tr>
<tr>
<td>Tiffney</td>
<td>Occasional</td>
<td>No</td>
<td>Medium</td>
<td></td>
</tr>
<tr>
<td>Nick</td>
<td>Often</td>
<td>No</td>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>

**Term Project**

1. Project outline should be submitted to the teaching assistant no latter than the end of March.
2. Project objective: let you reflect the lessons learned in the class. You can interview a company and compare the real business situation and academic arguments.
3. The length of term project report: 5,000 words. The format should be in one and half line space and Times New Roman.
4. Deadline for term project submission: the 16\(^{th}\) class.

**Class Management**

In order to improve your knowledge at this subject you have to fulfill the following requirements.

1. **Preparation, Presence, and Participation**
   
   A. Preparation: You can enhance your knowledge effectively only through fully understanding the content of the assigned article and cases.

   Preparing the assigned case and other reading material is a necessary condition for class discussion.

   B. You are expected to attend all classes and enjoy the learning with us.

   C. You should be fully involved in the class discussion. I will do my best to make sure every participant has the chance to provide their opinion at
least one time at each week.

D. If you cannot join the class, you have to submit a case write-up in at least 1200 words, and return that report to me at the following week.

E. You are disqualified to prepare and present term project if you miss the class over 3 times. Since class participation and term project presentation occupy 70% of your score, you are highly impossible to get the class credit if you miss the class over 3 times.

2. Seating Map: Please select your favorite seat. You should always sit at that seat through this semester. Teaching assistant will draw that map, print it out, and distribute it to all of us.

3. Your Bio: Please write your bio within one A4 size page. It should include your background, interests, personality, and the reason(s) to join this class. This document should submit to teaching assistant no latter than 3/8 via email.

4. Class Discussion Rules:
   A. Listening & talking
   B. Not just about airtime. Content matters
   C. Hand-up first
   D. No hand-up before the question is finished
   E. Hand-up all the time will not be called
   F. Don’t read prepared note
   G. Don’t go back to earlier remarks (unless they are relevant to the issue of current discussion)
   H. Don’t repeat or paraphrase. Don’t just say I agree with other student’s comments

5. Classroom etiquette:
   A. One person talking at one time
   B. No private conversation
   C. Be a good audience
   D. Agree to disagree. You should always respect different opinions.
   E. No personal attack, focusing on issues

6. To maintain high quality class, please do not use Notebook, mobile phone or any other internet-related electronic devices during the class.