National Cheng Kung University
Human Resource Management
Spring 2012

Instructor: Dr. Hsi-An Shih
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Class Time: Friday 9:10 am-- 12:0 pm
Classroom: 62229
Office Hours: by appointment

Course Overview and Objectives:
This course is designed to introduce students to the field of human resource management (HRM). Because of the wide nature of the topic and the limited time of the course, coverage will be broad. The main objective will be to provide a solid foundation of knowledge of basic HRM topics. The course will emphasize a general management perspective of HRM. Specifically, rather than assuming that the student wants to become an HR professional, we will examine HRM from the perspective of a manager who wishes to effectively interact with and utilize the human resource. In addition, the course will emphasize student development of HRM skills. The thrust of the course will be on developing an understanding of HRM practices and assessment of their effectiveness. Topics to be considered in the course include job analysis, selection, training and development, performance management, and compensation, among others. Learning in the class will be facilitated through the use of vehicles such as class discussion, exercises/activities, cases, and lectures.


Grading:
Paper and Case Presentation 15%, Class Participation and Critique 15%, Term Project and Presentation 20%, Written Exam 50%. 
Class Procedures:
The class will have three forms of activities, lecture, news 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 about 10 minutes depending on the length of the assigned materials.

Class Participation:
In this class, case discussion is one important part which allow you to reflect the knowledge you learned at the lecture. It also provides an opportunity to let you think and argue your viewpoints with other. Your learning, therefore, will be interactive rather than one way. During the case discussion, each student is expected 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 (2/24)

Week 2: Meeting strategic HR Challenges (3/2)
Lecture: Chapter 1, Gomez-Mejia et. al.
Case 1.1 Managing by the Numbers: A Way to Improve Productivity and Efficiency?
WSJ For Bright Ideas, Ask the Staff
Week 3: Work flow and job analysis (3/9)
Lecture: Chapter 2, Gomez-Mejia et. al.
Case 2.2 Work–Life Balance Is the New Perk Employees Are Seeking
WSJ CEO’s Growth Pitch for 3M Proves Hard Sell

Week 4: Recruitment and selection (3/16)
Lecture: Chapter 5, Gomez-Mejia et. al.
Case 5.4 Staffing Problems in the Malaysian Multinational Corporations
WSJ Law Firms Pursue Growth by Poaching in Tough Climate

Week 5: Separations, downsizing, and outplacement (3/23)
Lecture: Chapter 6, Gomez-Mejia et. al.
Case 6.3 Layoffs at Netto Electronics Berhad, Penang
WSJ As Cisco Scales Back, Investors Watch Closely

Week 6: Training (3/30)
Lecture: Chapter 8, Gomez-Mejia et. al.
Case 8.1 Leading with One Voice: Training in a Global Organization
WSJ Doing Good to Do Well

Week 7: Guest speech (4/13)

Week 8: Mid-term written exam (4/20)

Week 9: Performance evaluation (4/27)
Lecture: Chapter 7, Gomez-Mejia et. al.
Case 7.2 Cultural Competency

Week 10: Development (5/4)
Lecture: Chapter 9, Gomez-Mejia et. al.
Case 9.1 Be Strategic About Your Career
WSJ Marchionne Considers Plans for Succession

**Week 11: Compensation (5/11)**

**Lecture:** Chapter 10, Gomez-Mejia et. al.

**Case 10.5** A Challenge at Antle Corporation

**WSJ** Union Pact With GM Puts Pressure on Ford, Chrysler

**Week 12: Pay for performance (5/18)**

**Lecture:** Chapter 11, Gomez-Mejia et. al.

**Case 11.1** When Schools Offer Money as a Motivator

**WSJ** CEO Pay in 2010 Jumped 11%

**Week 13: Benefits (5/25)**

**Lecture:** Chapter 12, Gomez-Mejia et. al.

**Case 12.3** Google’s On-Site Child-Care Policy Stirs up a Controversy

**Week 14: Preparation for Final Project (6/1)**

**Week 15 (6/8)**

Term project presentation

**Week 16 (6/15)**

Term project presentation

**Week 17 (6/22)**

Final written exam

**Group Based Activities and Evaluation:**

All the news/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 Grade (1~5)</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 class coordinator no latter than the
end of 8th week.
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 or 標楷體 in Chinese.
4. Deadline for term project submission: the 16th 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 material. Preparing the
assigned 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 write-up about the lecture content in at least 1200 words, and return that report to class coordinator at the following week.**

E. **You are disqualified to prepare and present term project if you miss the class over 4 times. Since class participation and term project presentation occupy 35% of your score, you might not be able to get the class credit if you miss the class over 4 times.**

2. **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 class coordinator no later than March 9 via email.

3. **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

4. **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
5. To maintain high quality class, please do not use Notebook, mobile phone, tablet or any other internet-related electronic devices during the class.

6. Academic integrity:

Plagiarism or other academic dishonesty will result in a failing grade for the course and referral to the appropriate academic standards bodies on campus.