

Interamerican University of Puerto Rico  
Metropolitan Campus  
Faculty of Economics and Entrepreneurial Development  
Doctoral Program

Course Outline

**I. GENERAL INFORMATION**

Title	:	Human Resources Management
Code	:	HUR 7000
Credit	:	3
Academic Section	:	
Professor	:	
Office Hours	:	
Email	:	

**II. DESCRIPTION**

Critical analysis of Principles and practices in recruitment, selection, development, compensation, and effective use of human resources in modern business. Human Resources planning in business. Study of management requirements, changes in private and non-profit organizations.

**III. OBJECTIVES**

1. Discuss how Human Resource Management, its concept, definition, study, and application have become more complex at a rate at least equal to social change.
2. Analyze the Development of the Human Resource Management in Historical and International Perspective.
3. Evaluate how the Human Resources of a firm can play a strategic role in the process of an organization.
4. Analyze how Human Resource Management helps to shape workers attitudes and behavior and in particular their satisfaction and well-being.
5. Analyze the Labor Process Theory.
6. Analyze the Human Resource Architecture.
7. Analyze the impact of the employee voice systems in the operation of the company or organization.

8. Evaluate how the Human Resource Management of the equal employment opportunity may impact the organizational effectiveness.
9. Analyze how the Human Resource practices may impact the organizational effectiveness and organizational performance.
10. Analyze hoe the Human Resource practices may impact the organizational effectiveness and organizational performance.
11. Analysis of the relationship between HRM activities (Policies or practices) and organizational-level outcomes (Turnover, productivity, and Performance).

#### **IV. COURSE CONTENTS**

##### **A. Human Resource Management: Scope, Analysis, and Significance.**

- A.1. The scope of HRM: Three major subfields.
- A.2. The Development of the HRM in Historical and International Perspective/
- A.3. The Goals of HRM.
- A.4. Goal Theories and Research in HRM.
- A.5. The Socio-Political objectives of HRM.
- A.6. Economics and HRM.
- A.7. Internal Labor Market Theory.
- A.8. toward Business-University partnerships in Human Resource Management: Integration of science and practice.
- A.9. The science of HRM: Research and theory.

##### **B. Strategic Management and HRM**

- B.1. Strategy and the resource based view of the firm.
- B. 2. A brief history of strategic.
- B.3. Key questions raised by the application to RBV to SHRM.
- B.4. HRM Practices and sustainable competitive advantage.

##### **C. Organizational theory and HRM**

- C.1. The emergency of Organization theory.
- C.2. Varieties of Organizational Theory.
- C.3. Four stands of Organization theory relevant to HRM

D. HRM, Managerial Control, and the New Psychological contract.

D.1. The role of the psychological contract.

D.2. HRM, the psychological contract, and worker well-being.

E. HRM and the worker labor process perspectives.

E.1. Labor Process theory: Core propositions.

E.2. Work Organization.

E.3. Skill formation and human capital/

F. Employment subsystems and the Human Resource Architecture.

F.1. The HR architecture

F.2. Globalization and the HR architecture.

F.3. Strategy and the HR Architecture

F. 4. Knowledge flows and the HR architecture

G. Employee Voice Systems.

G.1. A framework for analyzing direct voice systems.

G.2. Embedding voice at work.

G.3 Factors shaping voice at the workplace.

H. EEO and the management of diversity

H.1. EEO and diversity core concepts

H.2. HRM Benefits of managing EEO and diversity

H.3. Best practices and strategies.

I. Recruitment Strategy

I.1. Key Insights from landmark studies

I.2. Implications of the recruitment strategy literature.

I.3. Implications for management practice

## J. Training, Development, and Competence

- J.1. Training
- J.2. Development
- J.3. Competence
- J.4. Future directions

## K. Remuneration: Pay effects at work

- K.1. Effects of pay form/payment system
- K.2. Effects of pay structure
- K.3. Effects of pay level

## L. Performance Management

- L.1. Define job performance
- L.2. Appraisal Instruments
- L.3. Observe performance
- L.4. Give feedback and set goals
- L.5. Make a decision

## M. HRM systems and the problem of internal fit

- M.1. The theory behind internal fit
- M.2. Fit and the resource-based view of the firm
- M.3. The complexity of Internal fit
- M.4. Research and evidence on the internal fit

## **V. ACTIVITIES**

- A. Professor conferences
- B. Student Presentations
- C. Case Analysis
- D. Behavioral simulations

## VI. EVALUATION

During the semester, two regular examinations will be given. Both will be worth 50% and will be comprised of essay, short answer, and problem questions. The final will be partially comprehensive in nature.

### Paper

A research paper (or papers) worth 50% is required for each student. The paper should cover subjects in human resources theory and management. Also in matters that influence the behavior of the manager in specific industry or firm. Further information concerning the paper will be presented in class.

Your course grade will be a weighted average of your grades:

Mid-Term Exams-----	25%
Final Exam-----	25%
Research Paper (papers)-----	50%
Total-----	100 %

### Grades

- \*90 -100% = A
- \*80- 89% = B
- \*70- 79% = C
- \*60- 69%= D
- \*Below 60%= F

## VII. Norms student must comply with:

1. Student with special needs must inform it at the beginning of the course or as soon as you become aware of it. Please contact Mr. José A. Rodriguez at XT 2306.
2. Lack of honesty, fraud or plagiarism and any inadequate behavior constitutes a major infraction sanctioned by the University General Ordinance for students. It establishes that major infractions may cause an expulsion of the University.

3. When the mobile interferes with the normal performance of the class it should be deactivated. Students should not operate any electronic device able to get access to a University test or assessment bank.

## **VII. SPECIAL NOTES**

### **A. Special Accommodations**

Students who require special accommodations must request these services at the beginning of the course as soon as they notice that they need help. Students can access this service with Professor Jose Rodriguez, Coordinator of Students with Special Needs at the Guidance and Counseling Office on the first floor at Metro's Student Center.

### **B. Plagiarism**

Plagiarism, dishonesty, fraud and any other type of manipulation or inappropriate behavior related with academic performance are unacceptable in our institution. Disciplinary actions will be taken on students found guilty of such practice as established in Chapter V, Article 1, Section B.2 of the Student's Rules and Regulations handbook.

<http://metro.inter.edu/servicios/documentos/reglamentosestudiantes2006.pdf>

Inter American University has very strict regulations regarding plagiarism (using the ideas or words of others without giving proper credit), so it is important that you specifically read Chapter 5, Article 1, Section B.2c of the Student' Rules and Regulations Handbook. This section clearly explains what plagiarism is. In addition, it explains the types of sanctions students are exposed to when they commit it.

### **C. Use of Electronic Devices**

Cellular (mobile) telephones and any other electronic device that could interrupt the teaching-learning process or disrupt a milieu favorable for academic excellence will be deactivated. Critical situations will be dealt with in an

appropriate manner. The use of electronic devices that permit the accessing, storing or sending of data during tests or examinations is prohibited.

## **VIII. EDUCATIONAL**

Text

We will assign a collection of Readings on Handbooks and articles.

## **IX. BIBLIOGRAPHY**

1. K. V. De Voorde and S. Beijer ,”The role of employee HR attributions in the relationship between High performance Work systems and Employee outcomes”. Human resource management ,Volume 25, January 2015.
2. M.Marchington,”Analyzing the Forces Shaping employee involvement and participation”. Human Resource Management journal ,volume 25,Issue 1, January 2015
3. Peter Boxall and John Purcell ,Strategy and Human Resource Management. Palgrave And Mcmillan, Third Edition ,2011 ,United Kingdom
4. The Sage Handbook Of Human Resource by A. Wilkinson ,N. Bacon ,T. Redman and S. Snell. Sage Publications , California ,2010.

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