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Office Hours: by appointment
Class Time: Tue 1:00-4:00pm; FCB 365

Overview and Objectives

This doctoral-level course addresses the study of managing human resources (HR) in business organizations. The emphasis is on scientific theory and research in HR management. The course is offered in a research seminar format. You read an assigned list of readings in preparation for each class meeting. As a group, we discuss and critique the assigned set of readings for each topic. I do not lecture on any of the readings or course content. Instead, at least one student is responsible for leading/facilitating the class discussion on each topic. For each assigned reading, when applicable, it is important to understand and focus on the following: review of relevant literature, major research propositions, theoretical rationale, hypotheses, research methods and data-analysis strategies, empirical results, value-added contributions to theory, research, and practice in HR management, study limitations, and directions for future research.

Because of time constraints, the topics and assigned readings are not comprehensive. You are thus strongly encouraged to pursue supplemental readings to extend your knowledge of theory and research in HR management. In this research seminar, we focus on the following topics: legal issues in HR management, ethical issues in HR management, fairness issues in HR management, and meta-analysis in HR management.

The objectives of this research seminar are as follows:

- read, discuss, and critique scholarly literature in HR management
- provide an understanding of legal, ethical, and fair HR management practices in business organizations
- write a publishable narrative or meta-analytic review paper that addresses a timely, novel, and important research question in HR management
- provide students with knowledge that enables them to pursue answers to important research questions in HR management
- prepare students for their comprehensive examination in HR management
Required Readings


2. Scholarly journal articles from the HR management literature (see list of required readings below; articles posted for one-time course use on UMDrive at http://umdrive.memphis.edu/capierce/public/MGMT8220).

Highly Recommended Readings

**Books**


**Journal Articles**


Assignments

1. Class Discussions (50 pts). Each student is required to lead/facilitate at least two in-class discussions of the assigned readings for a particular week's topic. During the first part of class, the facilitator must "teach" us about the literature review, theories, hypotheses, methods, results, and implications of each assigned reading. During the second part of class, the facilitator should "foster" discussions amongst us on issues such as strengths and weaknesses of the research, unresolved issues, directions for future research, etc. All students should be prepared to discuss the assigned readings during each class meeting. The presenter should prepare and furnish handouts that summarize the main points of each assigned reading. Some students are more orally expressive than others. It is important in our profession that we be able to express our ideas orally and in writing. If you are not expressive, please motivate yourself to speak-up in class. If you are overly expressive, please include others in your discussions. Leading/facilitating group discussions and participation in class discussions is worth 50 points.

2. Narrative or Meta-Analytic Review Paper (100 pts). Students must work in teams of two, three, or four to write and submit a presentable and, ultimately, publishable narrative or meta-analytic review paper on one or a combination of the following HR management topics:

- **Legal Issues in HR management**: sexual harassment, age discrimination, gender discrimination, pregnancy discrimination, racial discrimination, religious discrimination, international HR management legal issues
- **Ethical Issues in HR management**: managerial ethics, ethical decision-making in organizations, workplace romance, social-sexual behavior at work, ethics cultures/norms/HR policies, international HR management ethical issues
- **Fairness Issues in HR management**: test bias, differential validity, differential prediction, adverse impact, perceived fairness in employee recruitment, testing, & selection, international HR management fairness issues

Students must have their paper topic approved by me no later than the third week of class. The paper must be at least 25 double-spaced typewritten pages including references, tables, and figures. The style and format of the paper must adhere to the guidelines set forth in one of the following sources that you plan to target for publication: *Academy of Management Journal, Academy of Management Review, Human Resource Management Review, Journal of Applied Psychology, Journal of Business and Psychology, Journal of Management, or Personnel Psychology* (see links to journal Style Guides below). You should use the review articles assigned for this course as "models" for writing your review paper. The paper is worth 100 points. Each team member will earn the same number of points for this assignment.

Order of authorship on the review paper assignment will be determined by the student team as either alphabetical/equal contribution, order of contribution, or random selection. During the semester, I will assist each student team with the development of their paper. Once the course is complete and final grades are assigned, I will continue to assist each student team with their paper development/writing in the role of last author listed on each paper. Our two goals, in order, are as follows: (1) present each team's paper at one of the following conferences: *Academy of Management (AoM), Southern Management Association (SMA), or Society for Industrial and Organizational Psychology (SIOP)*; and then (2) publish each team's paper in one of the following journals: *Academy of Management Journal, Academy of Management Review, Human Resource Management Review, Journal of Applied Psychology, Journal of Business and Psychology, Journal of Management, or Personnel Psychology*. *Review Paper Due: Tue Apr 29*

3. Oral Presentation of Review Paper (50 pts). Each student team must give an oral presentation of their review paper. The purpose of this presentation is for students to receive feedback from me regarding their presentation skills and paper quality. The presentation serves as practice for presentations you will make at professional meetings and job interviews. The use of PowerPoint (or equivalent alternative) slides is required. The in-class presentation of your review paper is worth 50 points. Each team member will earn the same number of points for this assignment. *Oral Presentation of Review Paper: Tue Apr 29*
Grading

Course grades are assigned based on the total number of points you accumulate as follows (total number of possible points is 200):

- A = 180 or above
- B = 160 - 179
- C = 140 - 159
- D = 120 - 139
- F = 119 or below

Academic Integrity & Students with Disabilities

Each student is expected to recognize and uphold standards of intellectual and academic integrity as stipulated in the University of Memphis General Catalog, Faculty Handbook, and Undergraduate Co-Curricular Affairs Handbook. Specifically, students should refrain from any and all forms of dishonorable or unethical conduct related to their academic coursework. This includes, but is not limited to, plagiarism, cheating on examinations, unauthorized collaboration, falsification, and multiple submissions of identical papers (see me if you have questions about multiple submissions as exceptions may be made). Reasonable and appropriate accommodations are provided to students with disabilities who present a memo from Disability Resources for Students (DRS). Students who request disability accommodations without a memo must contact DRS. The DRS website is located at http://www.memphis.edu/drs.

Course Calendar

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<td>Apr 29</td>
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Required Readings

In preparation for the comprehensive examination in HR management, you are required to read and study the entire Cascio and Aguinis (2011) textbook (including Appendices) between now and the comprehensive exam. This will give you a broad understanding of the following HR management topics from an applied psychological perspective:

- overview of organizations, jobs, & work
- law & HR management
- systems approach to organizations & utility theory
- measurement & evaluation of criterion variables
- performance management
- measurement of individual differences as predictor variables
- reliability & validity of predictor and criterion variables
- fairness in employment decisions (differential validity, differential prediction, test bias, adverse impact)
- job analysis & job evaluation
- strategic workforce planning
- employee recruitment
- employee selection (including legal guidelines) & staffing organizations
- employee training (design, implementation, and measurement of outcomes)
- employee development
- international/global issues in HR management
- corporate social responsibility & ethical issues in HR management
- correlation & linear regression

In preparation for writing a publishable narrative or meta-analytic review paper on an HR management topic per the assignment described above, you are required to read and study each of the following journal articles:

Legal Issues in HR Management


**Ethical Issues in HR Management**


**Fairness Issues in HR Management**


Meta-Analysis in HR Management


HR Management Review Paper Development Workshop


Revised: 03 Dec 2013