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Office hours: By appointment

**Course Description**

This doctorate-level seminar course will cover various topics in human resource management. Students will be exposed to critical conceptual and theoretical issues in human resource management including work design, recruitment, selection, performance management, compensation, training, development, and knowledge management, human capital and social capital, and strategic human resource management.

**Course Objectives**

This course supports the development of the following areas of academic competence:

1. Knowledge of current theory and practice in HR.
2. Ability to read, integrate, and critically evaluate empirical and theoretical literature in HR.
3. Ability to engage in a dialogue about research, theory, conclusions, methods, and issues.
4. Ability to write in a clear, concise, and academically-sophisticated manner.
5. Ability to identify research ideas based on previous academic research and writing.
6. Ability to conceptualize research designs and propose appropriate methodologies

**Course Requirements**

- Reflections 10%
- Find an Article 10%
- Class Participation 30%
- Review Paper 30%
- Final Exam 20%
Reflections

Students will be expected to complete reflections on the articles we read each week for the entire semester. These reflections will help you prepare for class discussion and the final exam. The entire set of reflections are due at the end of the semester. Unless otherwise indicated, the reflections should cover (a) What did you learn? (b) What questions do you have? (c) What were the major themes of the articles (research questions addressed, theory tested, results, implications for research), and, (d) Recommendations for improvements in theory, methods, or analysis.

Find an Article

For each class starting from September 25 (Recruitment) students are expected to find and distribute to the rest of seminar participants one additional article (not a review) from 2013-2017, including in press articles, that has been published in top tier journals. These include Academy of Management Review, Academy of Management Journal, Journal of Applied Psychology, Organization Science, Organizational Behavior and Human Performance, Management Science, Personnel Psychology, Journal of Management, Strategic Management Journal, and Journal of International Business. Your article should be distributed electronically via e-mail to all seminar participants no later than the Thursday evening prior to our Monday class meeting. For the class you prepare a one page summary discussing (1) why you chose the article (2) the contributions/insights it adds to our understanding of that topic of human resource management, and, (3) questions you have about the methods or analysis used in the article.

Class Participation

The success of this course is largely dependent on student participation stemming from adequate preparation. 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, thinking critically about the themes and issues that characterize their content, and preparing to actively participate in class discussion. 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 include (a) demonstrating knowledge and comprehension of the readings, (b) identifying critical issues and critiques of the research discussed in the readings, (c) posing questions based on the readings and, (d) identifying themes common across the readings.
**Review Paper**


My goal is for this paper to (1) get you started thinking about research and building your personal research portfolio, (2) begin developing the writing skills you will need in your graduate studies and academic career, and, (3) walk-away from the course with a paper that at some point you can submit it to an academic conference such as Academy of Management or SIOP, or better yet, with further work and polishing submit it for publication to *Human Resource Management Review*, another journal, or as a chapter in a research volume. When you have your idea for your paper please discuss it with me so I can approve it. The idea for the review can come from an interest you have or a project that you are currently working on. My only stipulation is that it is related to an area of human resource management.

**Final Exam**

The exam will cover topics that we discuss in class such as important theories and concepts, research results, and future research directions. I will provide more information about the exam during the semester.

**Required Materials**

In advance of each class students are responsible for obtaining copies of the readings listed in the class schedule. Most of the readings are available electronically through The Ohio State University Library (go to https://library.osu.edu/ and click on “Online Journals”). I will provide the overview/review chapters that are unavailable electronically (marked with a * on the reading list).

**Other Issues**

**Academic Misconduct**

The Ohio State University’s Code of Student Conduct, Section 3335-23-04 defines academic misconduct as: “Any activity that tends to compromise the academic integrity of the University, or subvert the educational process.” Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another
student, and possession of unauthorized materials during an examination. Ignorance of the University’s Code of Student Conduct is never considered an “excuse” for academic misconduct. The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University’s Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Failure to follow the rules and guidelines established in the University’s Code of Student Conduct may constitute “Academic Misconduct.” Sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the University. For more information, please reference: 
http://oaa.osu.edu/coamfaqs.html#academicmisconductstatement

Disability

Every effort will be made to provide each student with a meaningful learning opportunity. The University strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability (including mental health, chronic or temporary medical conditions), please let me know immediately so that we can privately discuss options. You are also welcome to register with Student Life Disability Services (SLDS) to establish reasonable accommodations. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: slds@osu.edu; 614-292-3307; slds.osu.edu; 098 Baker Hall, 113 W. 12th Avenue.

COURSE SCHEDULE & READING LIST

Week 1 (August 28)
Discussion of the Course & What am I Getting Into and How to Succeed


**This week’s reflection focus:**

What do these articles suggest about how to succeed in grad school and in an academic career?

**Week 2 (September 4 - No Class - Labor Day)**

**Week 3 (September 11)**

**Introduction to Human Resource Management**


This week’s reflection focus:

1. What are the major themes emphasized in these articles?

2. How have these articles affected your thinking about the discipline of HRM? HRM research?

Week 4 (September 18)
Work Design: Job Analysis & Job Design

Overview


Articles


This week’s reflection focus:

(1) identify the contributions of each article and what they add to our understanding of job analysis and work design, (2) provide a research question that can advance our understanding of job analysis and work design, and, (3) provide a supporting rationale for the importance and contribution of your research question

Week 5 (September 25)
Recruiting and Socialization

Overview


Articles


**Week 6 (October 2)**

**Staffing & Selection**

*Overview*


*Validation*


*Predictors*


**Contextual Influences**


**Week 7 (October 9 - No Class- Fall Term Break)**

**Week 8 & 9 (October 16 & 23)**

**Learning: Organizational Learning, Team Learning, Training, Informal Learning, Socialization**

**Overview**


**Methods: Training Methods, Development, Informal Learning, and Knowledge Management**


Individual Differences


Learning Environment & Transfer of Training


*Evaluation*


*Organizational Learning & Team Learning*


**Week 10 (October 30)**

*Performance Management*

*Overview*


**Articles**


**Week 11 (November 6)**

**Compensation & Benefits**

**Reviews**


**Articles**


**Week 12 (November 13)**

**Human & Social Capital**

*Human Capital*


*Social Capital*


**Week 12 & 13 (November 20 & November 27)**  
**Strategic Human Resource Management (SHRM)**

*Reviews*


*Articles*


**Week 14 (December 4) Catch-Up, Wrap-Up, Final Thoughts, Discuss Exam**

**Final Exam December 11**