MGT1003 - Human resource management (2025)

Subject Coordinator : Alice Li

31 items

Required Textbook (1 items)

Human resource management in Australia: strategy, people, performance, by Robin Kramar; Timothy Kevin Bartram; Helen De Cieri; Raymond A. Noe; John R. Hollenbeck; Barry Gerhart; Patrick M. Wright

[Book] | Prescribed

Human resource management: strategy and practice, by Alan R. Nankervis; Marian Baird; Jane Coffey; John Shields, 2023

[Book] | Recommended | This is a recommended reading which supplements to the prescribed text - Human Resource Management Strategy, People, Performance (2014), Kramar et al.

Concise guide to APA style: the official APA style guide for students, by American Psychological Association, 2020

[Book] | Recommended | A very good reading for students who need to present in-text citations and reference list in accordance with the APA 7 referencing style in their scholarly work. Chapters 8, 9 and 10 provide very useful guidelines for in-text citations and reference list.

Week 1 reading (2 items)

Research trends in human resource management. A text-mining-based literature review - in International Journal of Manpower, by Katarzyna Piwowar-Sulej; Sławomir Wawak; Małgorzata Tyrańska; Małgorzata Zakrzewska; Szymon Jarosz; Mariusz Sołtysik, 2023-03-14

[Article] | Pre-reading | This peer reviewed research article provides an overview of Research trends in human resource Management over a 20 year timeframe, and highlights topics that have gained in popularity and reflect the direction of research in HRM.

Still our most important asset: A systematic review on human resource management in the midst of the fourth industrial revolution - in Journal of Innovation & Knowledge, by Salvatore Ammirato; Alberto Michele Felicetti; Roberto Linzalone; Vincenzo Corvello; Satish Kumar, 2023-07

[Article] | Pre-reading | This peer reviewed research article discusses The significance of Human Resource Management in the midst of revolutionary digital change and transformations in the world. It clearly explains the realm of Industry 4 technologies and how this is juxtaposed with the human factor in a digital industries.

Week 2 readings (3 items)

Influence of strategic HRM and entrepreneurial orientation on dynamic capabilities and innovation in small- and medium-sized enterprises - in International Small Business Journal: Researching Entrepreneurship, by Marcus Ho; Christine Soo; Amy Tian; Stephen TT Teo, 2024-08

Article | Pre-reading | This research study examined how application and adoption of Strategic HRM approach in small to medium sized organisations can improve dynamic capabilities and promote greater innovation.

Digitalization of HRM for strategic human resource management orientation: Logistic regression and dominance analysis approach - in Strategic Management, by Milka Rimac-Bilušić; Nina Pološki-Vokić, 2024

Article | Pre-reading | This peer reviewed research study found that digital HRM practices such as manager self-service, algorithm-based HRM, HR analytics, telework, digital learning and social media selection have positive and significant implications for Strategic HRM capabilities. Digital learning was the most important of these digital HRM practices.

Firm Resources and Sustained Competitive Advantage - in Journal of Management, by Jay Barney, 1991-03

Article | Pre-reading | This seminal paper provides a comprehensive analysis of the resource-based view of Human Resource Management, which is widely adopted for managing human resources within organisations.

Week 3 readings (2 items)

The potential for a union default to convert nonunion workers into union members: The effects of beliefs about unions' consequences, free-riding and social customs - in Industrial Relations Journal, by Mark Harcourt; Gregor Gall; Margaret Wilson, 2025-01

Article | Pre-reading | This peer reviewed study examines the declining union membership and the issue of 'free-riding' in the collective bargaining process. Evidence from New Zealand suggests that this issue would diminish if employees were by default enrolled as union members until they opted out.

Robots and unions: The moderating effect of organized labour on technological unemployment - in Economic and Industrial Democracy, by Henri Haapanala; Ive Marx; Zachary Parolin, 2023-08

Article | Pre-reading | his discussion paper analyses the moderating effects of trade unions on industrial employment and unemployment in countries facing exposure to industrial robots. The research observations found a viable link between unemployment rates for low-educated workers and strongly unionised countries - these remained low, with increasing exposure to robots.

Week 4 readings (3 items)

Trends in racial and ethnic discrimination in hiring in six Western countries. Proceedings of the National Academy of Sciences, 120(6), e2212875120. - in Proceedings of the National Academy of Sciences of the United States of America, by Lincoln Quillian; John J. Lee, 2023

Article | Pre-reading | This research article presents research on trends in racial and ethnic discrimination in six Western countries. It provides a very good historical and social review of discrimination evolving with global, social and legal developments.

New nurses burnout and workplace wellbeing: The influence of authentic leadership and psychological capital - in Burnout Research, by Heather K. Spence Laschinger; Roberta Fida, 2014-06

Article | Pre-reading | This peer reviewed research article highlights the significant role of authentic leadership in promoting psychological well-being by reducing the incidence of workplace incivility in the health care sector. The finding of this research study has application for managing the psycho-social work environment, and the importance of supervisor/leader support.

Trends in racial and ethnic discrimination in hiring in six Western countries. Proceedings of the National Academy of Sciences, 120(6), e2212875120. - in Proceedings of the National Academy of Sciences of the United States of America, by Lincoln Quillian; John J. Lee, 2023

Article | Pre-reading

Week 5 readings (2 items)

Diversity Management: A Critical Review and Agenda for the Future - in Journal of Management Inquiry, by Thomas Köllen, 2021-07

Article | Pre-reading | This is a pre-reading preparing you for Week 5 learning and Workshop. It is an informative article about diversity management (DM) and provides contemporary information about diversity management. It is highly recommended to read the following sections: 'Introduction: How did DM emerge?', 'The shape of DM practices', and 'Future challenges and possible development of DM'.

Work–life balance supportive culture: a way to retain employees in Spanish SMEs - in The International Journal of Human Resource Management, by Jamila Lamane-Harim; David Cegarra-Leiva; Ma Eugenia Sánchez-Vidal, 2023-05-31

Article | Pre-reading | This is pre-reading getting you ready for Week 5 learning and Workshop. It emphasises the importance of valuing and respecting individual differences in the workplace. A diverse workforce can give a company a competitive advantage. A company that goes beyond the legal requirements for work-life balance demonstrate a strong commitment to diversity engrained in its culture. Generous work-life balance programs lead to increased employee happiness, job satisfaction, and loyalty. This study, though conducted in Spain on small businesses, yet offers relevant insights for employers and managers and is worth reading.

Week 6 readings (3 items)

The model of work design: A higher order structure to help see the wood from the trees - in Human Resource Management, by Sharon K. Parker; Caroline Knight, 2024-03

Article | Recommended | This is a pre-reading for Week 6 learning and Workshop. Interested in knowing more about work (job) design? This article satisfies your desire. It provides a unique integrating and multidimensional theory of work design that extends beyond Oldham and Hackman- model of job characteristics. This article informs you of contemporary ways to address work (job) characteristics in contemporary work (job) design.

How Culture Shapes the Influence of Work Design Characteristics: A Narrative and Meta-Analytic Review - in Journal of Management, by Kameron M. Carter; Andrea L. Hetrick; Meng Chen; Stephen E. Humphrey; Frederick P. Morgeson; Brian J. Hoffman,

2024-01

[Article] | Pre-reading | This is a pre-reading getting you ready for Week 6 learning and Workshop. Do you know culture also plays a part in work(job) design? Find out more in this article, which boosts your knowledge regarding work (job) design, particularly how 6 cultural dimensions (power distance, collectivism-individualism, long term - short term orientation, masculinity - femininity, uncertainty avoidance, and indulgence - restraint) influence on work design characteristics. It is very interesting to read!

Service sector response to the Fourth Industrial Revolution: strategies for dissemination and acceptance of new knowledge - in Technology Analysis & Strategic Management, by Hyuk Chung; Kyunam Kim, 2024-08-02

[Article] | Pre-reading | This article is a real eye-opener about the Fourth Industrial Revolution and how it's changing how businesses operate. The parts about information automation and artificial intelligence are particularly interesting. It helps you to get ready for the "Week 7 Additional Lecture" and "Week 7 Workshop activities".

Week 7 readings (3 items)

Unintended Consequences of Biased Robotic and Artificial Intelligence Systems [Ethical, Legal, and Societal Issues] - in IEEE Robotics & Automation Magazine, by Ludovic Righetti; Raj Madhavan; Raja Chatila, 2019-9

[Article] | Pre-reading | This article is a pre-reading, getting you ready for Week 7 Workshop, regarding ethical, legal, and societal issues in the applications of robotic and artificial intelligence in HRM and HRIS.

Unintended Consequences of Biased Robotic and Artificial Intelligence Systems [Ethical, Legal, and Societal Issues] - in IEEE Robotics & Automation Magazine, by Ludovic Righetti; Raj Madhavan; Raja Chatila, 2019-9

[Article] | Pre-reading | This article is a pre-reading, getting you ready for Week 7 Workshop. It discusses the ethical, legal, and societal issues in the applications of robotic and artificial intelligence systems in HRM and HRIS.

Artificial Intelligence in Human Resources Management: Challenges and a Path Forward - in California Management Review, by Prasanna Tambe; Peter Cappelli; Valery Yakubovich, 2019-08

[Article] | Pre-reading | This pre-reading material will get you ready for the "Week 7 Additional Lecture" regarding the challenges and ways tackling them when introducing Artificial Intelligence (AI) and automation in HR management and HRIS systems. The 'Discussion' section is definitely worth reading.

Week 8 readings (2 items)

Gamification in employee selection: The development of a gamified assessment - in International Journal of Selection and Assessment, by Konstantina Georgiou; Athanasios Gouras; Ioannis Nikolaou, 2019-06

[Article] | Pre-reading | This is a pre-reading for Week 8 learning about modern employment tests, especially how Gamification is used to choose potential employees. Take a look at the Discussion sections: Section 7.1-Practical implications is well worth to read.

Gamification in human resource management—Status quo and quo vadis - in German Journal of Human Resource Management: Zeitschrift für Personalforschung, by Lena Murawski, 2021-08

[Article] | Pre-reading | Here's a sneak peek into what we'll be learning in Week 8. This article gives us a quick rundown of the latest tech in robotics and AI that's been making waves in HRM, especially in recruitment, selection, learning and development, and other HR stuff.

Week 9 readings (1 items)

A continuous performance management approach: Effects of daily performance management behaviors on leader-member exchange, next-day job attitudes, and job performance - in Applied Psychology, by Xiyang Zhang; Jing Qian, 2025-02

[Article] | Pre-reading | This article examines the 'Daily Performance Management' approach, replacing the traditional PM (annual appraisal and feedback). In its Discussion Section, it state that daily PM boosts job attitudes and employee performance, and in the Theoretical Implication Section, it suggests that organisations should promote daily PM through strong supervisor-employee relationships (Leader-Member Exchange) when monitoring progress, communicating expectations, and providing feedback to individual employees. However, it also emphasises that supervisors should also be mindful of employees' workload and cognitive demands in the process of daily PM.

Week 10 readings (3 items)

Bonus Systems as Tools for 'Managing' Managers – the Behavioural Effects of Performance-Based Financial Rewards - in Philosophy of Management, by Isabelle Keßels, 2022-03

[Article] | Pre-reading | This is a pre-reading for Week 10 learning and Workshop. It's really interesting to read the last part of the article, where it suggests a 'Beyond Budgeting' approach to radically negate the core premises of the traditional reward system and replace rewards for individual manager performance with rewards for team performance and create a culture of trust in the workplace.

Pay-for-performance: Behavior-based recommendations from research and practice - in Journal of Organizational Behavior Management, by Barbara R. Bucklin; Anita Li; Manuel Manny Rodriguez; Douglas A. Johnson; Lauren M. Eagle, 2022-10-02

[Article] | Pre-reading | This is a pre-reading for Week 10

Gender pay equity: Exploring the impact of formal, consistent and transparent human resource management practices and information - in Human Resource Management Journal, by Sebastian M. Ugarte; Jill Rubery, 2021-01

[Article] | Pre-reading | This article discusses gender pay equity, an ongoing issue in human resource management. Section 2 provides a comprehensive overview of gender pay gaps and equity in organisations. Section 5 summarises the authors' findings and practical implications for HR management. It's a good read for preparing students for Week 10.

Week 11 readings (1 items)

A comparative study of formal coaching and mentoring programmes in higher education - in International Journal of Mentoring and Coaching in Education, by Jenni Jones; Helen A. Smith, 2022-04-15

Article | Pre-reading | This paper looks at two coaching and mentoring programs that aim to help undergraduate students get jobs. It also gives some tips on how to make coaching and mentoring work better in universities. These tips include working with other programs, getting senior management to support it, and keeping the coaches and mentors on the same page. The paper starts with a review of the literature, which helps us understand more about coaching and mentoring. Then, in the discussion section, it gives practical advice on how to make these programs work.

Week 12 readings (3 items)

Are "job hoppers" trapped in hedonic treadmills? Effects of career orientations on newcomers' attitude trajectories - in Journal of Organizational Behavior, by Wiebke Doden; Julian Pfrombeck; Gudela Grote, 2023-01

Article | Pre-reading | This fascinating article examines how job changes impact job satisfaction and the decision to stay or leave in the first year. The authors found that individuals prioritising personal goals experience lower job satisfaction and higher likelihood of leaving; conversely, those focused on work and the company goals rather their own personal goals are happier at work and less likely to leave. They suggest when job-hoppers considering change jobs, they need to assess the potential impact of their goals on their job satisfaction and decision to stay or leave after changing job in their first year.

Perceived organizational support and embeddedness as key mechanisms connecting socialization tactics to commitment and turnover among new employees - in Journal of Organizational Behavior, by David G. Allen; Linda Rhoades Shanock, 2013-04

Article | Pre-reading | This is an article is a pre-reading for Week 12. It explores new employees' socialization with supervisors and coworkers influence their commitment and intention to stay. Effective socialization of new employees in their first year of work leads to positive perceptions of organizational support and seamless integration, and reducing turnover. It is worth to read sections 4 Discussion and 4.1 Practical implications to get a better understanding about employee retention and voluntary turnover.

Reasons for Staying With Your Employer - in Journal of Occupational & Environmental Medicine, by Sarah Steiner; Mark Cropley; Laura Simonds; Richard Heron, 2020-04

Article | Pre-reading | Check out this article that delves into a study that used a social exchange theory model to explore what factors might encourage people to stay in the global energy business. The researchers found that employees are more likely to stay when they feel their employer cares about them, respects their work, and demonstrates how to live by the company's values. It'd be interesting to learn more about social exchange theory and its key components in the Literature Review Section, and how the practical and theoretical implications of their study can impact HR management in the Discussion Section.