

B796

**Research Issues: Human Resources Management and Industrial Relations
Winter 2023 Course Outline**

**Human Resources & Management Area
DeGroote School of Business
McMaster University**

Instructor: Sean O'Brady

**Seminars: 2:30pm-5:30pm (January 13th – April 7th).
Location: DSB 321**

COURSE OBJECTIVE

The objective of this seminar is to examine current and emerging issues in the fields of employment relations and HRM. These two fields provide distinct yet complementary contributions to understanding important problems relating to work and the employment relationship. Incorporating both fields also enables us to explore issues and emerging topics in the field from a variety of theoretical perspectives. The approach to this course is therefore inter-paradigmatic and forces students to critically appraise the theoretical assumptions and findings of one epistemic community by engaging comparing them to another.

This course will be conducted as a seminar over six 3-hour meetings. This format provides you the opportunity to:

1. Develop your understanding of theories, concepts, and findings presented in the readings.
2. Enhance your skills in communicating ideas, developing and presenting arguments, listening to, understanding, and constructively challenging others' views in a respectful way that advances understanding and generates novel and promising research ideas.
3. Learn to think independently and critically through analyzing the theoretical and methodological contributions and gaps in the assigned readings.

Students are expected to take considerable efforts in advancing in-class discussions on the readings. They are expected to come to class having done the readings and with comments and questions that can be used to stimulate dialogue with their peers. The role of the professor will be to manage time and steer discussions in more fruitful directions when needed.

INSTRUCTOR AND CONTACT INFORMATION

Sean O'Brady
Email: obradys@mcmaster.ca
Office: DSB 406
Office Hours: By appointment
Tel: To be provided in class

COURSE DESCRIPTION

This seminar focuses on exposing students to current and emerging issues in the fields of employment relations and HRM. These include issues relating to our understanding of contemporary

topics that are of relevance to practice, society, and current scholarly debate. It also involves critically appraising the state of both fields on epistemological and empirical grounds. Students will undertake in-depth and critical analyses of the relevant literature, focusing in particular on recent reviews and primary studies published in key outlets in either field.

LEARNING OUTCOMES

A **critical** review and in-depth analysis of the employment relations and HRM literatures will provide “state-of-the-art” knowledge of research issues in the fields. Through our exploration of a broad number of topics and theoretical and methodological perspectives covered in the course material, efforts will be made (where applicable) to make links between research in the fields and the prospective dissertation research of students.

REQUIRED COURSE MATERIALS AND READINGS:

SEE READINGS LIST BELOW. READINGS ARE SUBJECT TO CHANGE.

EVALUATION

There are two graded components to the course. Your grades will be derived as follows:

Research Proposal	50%
Seminar Participation (weekly summaries and in- class presentations and discussions)	50%
<i>Total</i>	100%

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

LETTER GRADE	PERCENT
A+	90 - 100
A	85 - 89
A-	80 - 84
B+	75 - 79
B	70 - 74
B-	65 - 69
F	00 - 64

In-Class Participation (50%)

Participation will be assessed in terms of your preparation for, and discussion within, each class. You are to decide among yourselves who is to be responsible for *leading discussion* on each reading. As the “lead” on the articles (or chapter), you are to come to class with a summary for your reading, one that: (a) identifies the key objectives of your article and its core conclusions; (b) *critical and constructive* commentary on the contribution of the article to scholarship and practice; (c) draws relevant connections with other readings assigned in the seminar; and (d) questions to stimulate discussion. Each summary will be one page.

Your summary is to be submitted to me no later than 7:00 p.m. on the day before each seminar. In addition to the summary, students are expected to have read all assigned readings before class.

All students, including those not leading discussion, are required to share at least two promising research ideas/questions that come to mind for each reading, and to argue for why such ideas have promise.

Research/manuscript Proposal (50%)

Pick a topic among those covered in this seminar and write a comprehensive introduction to a research proposal. This introduction is to provide a review of the relevant research, a compelling framing for the importance of the study to advancing scholarship and practice, and a set of theoretically grounded hypotheses. The proposal should be double spaced, 1” margins, 12-point Times New Roman font, title page with your name, within 12-15 pages of text (not including references, figures, or other supporting documents). The introduction must adhere to the structure for writing an introduction as contained in the publication guidelines of the Publication Manual of the American Psychological Association.

<http://www.apastyle.org/manual/>

Proposal due: April 21st, 2023

ACADEMIC DISHONESTY

It is the student’s responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf>

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that result or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

<http://www.mcmaster.ca/academicintegrity>

STUDENTS WITH DISABILITIES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

MISSED WORK

Late assignments will not be accepted. No extensions are available except under extraordinary circumstances. Please discuss any extenuating situation with your instructor at the earliest possible opportunity.

READING LIST

SESSION AND TOPIC	TEXTS
<p>Week 1</p> <p>The psychologization of employment relations and HRM? A critical assessment</p>	<p>Required: Godard, J. (2014). The psychologisation of employment relations?. <i>Human Resource Management Journal</i>, 24(1), 1-18.</p> <p>Vincent, S., Bamber, G. J., Delbridge, R., Doellgast, V., Grady, J., & Grugulis, I. (2020). Situating human resource management in the political economy: Multilevel theorising and opportunities for kaleidoscopic imagination. <i>Human Resource Management Journal</i>, 30(4), 461-477.</p> <p>Troth, A. C., & Guest, D. E. (2020). The case for psychology in human resource management research. <i>Human Resource Management Journal</i>, 30(1), 34-48.</p> <p>Kaufman, B. E. (2020). The real problem: The deadly combination of psychologisation, scientism, and normative promotionalism takes strategic human resource management down a 30-year dead end. <i>Human Resource Management Journal</i>, 30(1), 49-72.</p>

	<p>Recommended:</p> <p>Wright, P. M., & Ulrich, M. D. (2017). A road well traveled: The past, present, and future journey of strategic human resource management. <i>Annual Review of Organizational Psychology and Organizational Behavior</i>, 4, 45-65.</p> <p>Dundon, T., & Rafferty, A. (2018). The (potential) demise of HRM?. <i>Human Resource Management Journal</i>, 28(3), 377-391.</p>
<p>Week 2</p> <p>HRM, unions, and wellbeing</p>	<p>Required:</p> <p>Pfeffer, J., 2018. Dying for a Paycheck: How Modern Management Harms Employee Health and Company Performance—And what We Can Do about it. Harper Collins Publishers: New York, NY. (Chapters 1-3 and 8).</p> <p>Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. <i>Human resource management journal</i>, 27(1), 22-38.</p> <p>Blanchflower, D. G., Bryson, A., & Green, C. (2022). Trade unions and the well-being of workers. <i>British Journal of Industrial Relations</i>, 60(2), 255-277.</p> <p>Recommended:</p> <p>Agarwal, P. (2021). Shattered but smiling: Human resource management and the wellbeing of hotel employees during COVID-19. <i>International Journal of Hospitality Management</i>, 93.</p> <p>Cooper, B., Wang, J., Bartram, T., & Cooke, F. L. (2019). Well-being-oriented human resource management practices and employee performance in the Chinese banking sector: The role of social climate and resilience. <i>Human Resource Management</i>, 58(1), 85-97.</p> <p>Doellgast, V., Bellego, M., & Pannini, E. (2021). After the social crisis: the transformation of employment relations at France Télécom. <i>Socio-Economic Review</i>, 19(3), 1127-1147.</p>
<p>Week 3</p> <p>Discrimination and diversity training</p>	<p>Required:</p> <p>Noon, M. (2018). Pointless diversity training: Unconscious bias, new racism and agency. <i>Work, employment and society</i>, 32(1), 198-209.</p> <p>Romani, L., Holck, L., & Risberg, A. (2019). Benevolent discrimination: Explaining how human resources professionals can be blind to the harm of diversity initiatives. <i>Organization</i>, 26(3), 371-390.</p> <p>Derous, E., & Ryan, A. M. (2019). When your resume is (not) turning you down: Modelling ethnic bias in resume screening. <i>Human Resource Management Journal</i>, 29(2), 113-130.</p>

<p>Week 4</p> <p>Addressing racism and right-wing populism in employment relations and HRM</p>	<p>Required:</p> <p>Cumming, D. J., Wood, G., & Zahra, S. A. (2020). Human resource management practices in the context of rising right-wing populism. <i>Human Resource Management Journal</i>, 30(4), 525-536.</p> <p>McCluney, C. L., King, D. D., Bryant, C. M., & Ali, A. A. (2020). From “Calling in Black” to “Calling for Antiracism Resources”: the need for systemic resources to address systemic racism. <i>Equality, Diversity and Inclusion: An International Journal</i>.</p> <p>Thomas, M. P., & Tufts, S. (2020). Blue solidarity: police unions, race and authoritarian populism in North America. <i>Work, Employment and Society</i>, 34(1), 126-144.</p>
<p>Week 5</p> <p>Algorithmic management, HR, and society</p>	<p>Required:</p> <p>Duggan, J., Sherman, U., Carbery, R., & McDonnell, A. (2020). Algorithmic management and app-work in the gig economy: A research agenda for employment relations and HRM. <i>Human Resource Management Journal</i>, 30(1), 114-132.</p> <p>Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: why HR is set to fail the big data challenge. <i>Human resource management journal</i>, 26(1), 1-11.</p> <p>Parent-Rochelleau, X., & Parker, S. K. (2022). Algorithms as work designers: How algorithmic management influences the design of jobs. <i>Human Resource Management Review</i>, 32(3), 100838.</p> <p>Recommended:</p> <p>Todolí-Signes, A. (2019). Algorithms, artificial intelligence and automated decisions concerning workers and the risks of discrimination: the necessary collective governance of data protection. <i>Transfer: European Review of Labour and Research</i>, 25(4), 465-481.</p> <p>Lee, M. K. (2018). Understanding perception of algorithmic decisions: Fairness, trust, and emotion in response to algorithmic management. <i>Big Data & Society</i>, 5(1), 2053951718756684.</p>
<p>Week 6</p> <p>Surveillance and performance management</p>	<p>Required:</p> <p>Abraham, M., Niessen, C., Schnabel, C., Lorek, K., Grimm, V., Möslein, K., & Wrede, M. (2019). Electronic monitoring at work: The role of attitudes, functions, and perceived control for the acceptance of tracking technologies. <i>Human Resource Management Journal</i>, 29(4), 657-675.</p> <p>Aloisi, A., & Gramano, E. (2019). Artificial intelligence is watching you at work: Digital surveillance, employee monitoring, and regulatory issues in the EU context. <i>Comp. Lab. L. & Pol'y</i></p>

	<p><i>J.</i>, 41, 95.</p> <p>Taylor, C., & Dobbins, T. (2021). Social Media: A (new) contested terrain between sousveillance and surveillance in the digital workplace. <i>New Technology, Work and Employment</i>, 36(3), 263-284.</p> <p>Recommended:</p> <p>Holland, P., & Tham, T. L. (2022). Workplace biometrics: Protecting employee privacy one fingerprint at a time. <i>Economic and Industrial Democracy</i>, 43(2), 501-515.</p> <p>Nash, M., & Churchill, B. (2020). Caring during COVID-19: A gendered analysis of Australian university responses to managing remote working and caring responsibilities. <i>Gender, Work & Organization</i>, 27(5), 833-846.</p> <p>O’Brady, S., & Doellgast, V. (2021). Collective Voice and Worker Well-being: Union Influence on Performance Monitoring and Emotional Exhaustion in Call Centers. <i>Industrial Relations: A Journal of Economy and Society</i>, 60(3), 307-337.</p>
<p>Week 7</p> <p>Managing and contesting remote work</p>	<p>Required:</p> <p>Aloisi, A., & De Stefano, V. (2022). Essential jobs, remote work and digital surveillance: Addressing the COVID-19 pandemic panopticon. <i>International Labour Review</i>, 161(2), 289-314.</p> <p>Franken, E., Bentley, T., Shafaei, A., Farr-Wharton, B., Onnis, L. A., & Omari, M. (2021). Forced flexibility and remote working: Opportunities and challenges in the new normal. <i>Journal of Management & Organization</i>, 1-19.</p> <p>Wood, A. J., Lehdonvirta, V., & Graham, M. (2018). Workers of the Internet unite? Online freelancer organisation among remote gig economy workers in six Asian and African countries. <i>New Technology, Work and Employment</i>, 33(2), 95-112.</p> <p>Recommended:</p> <p>Fleming, P., & Sturdy, A. (2011). ‘Being yourself’ in the electronic sweatshop: New forms of normative control. <i>Human relations</i>, 64(2), 177-200.</p> <p>Donnelly, R., & Johns, J. (2021). Recontextualising remote working and its HRM in the digital economy: An integrated framework for theory and practice. <i>The International Journal of Human Resource Management</i>, 32(1), 84-105.</p>
<p>Week 8</p> <p>Precarious work</p>	<p>Recommended:</p> <p>Kalleberg, A. L., & Vallas, S. P. (2018). Probing precarious work: Theory, research, and politics. <i>Research in the Sociology of Work</i>, 31(1), 1-30.</p> <p>Rubery, J., Grimshaw, D., Keizer, A., & Johnson, M. (2018).</p>

	<p>Challenges and contradictions in the ‘normalising’ of precarious work. <i>Work, Employment and Society</i>, 32(3), 509-527.</p> <p>Birnbaum, S., & De Wispelaere, J. (2021). Exit strategy or exit trap? Basic income and the ‘power to say no’ in the age of precarious employment. <i>Socio-Economic Review</i>, 19(3), 909-927.</p> <p>Betti, E. (2018). Historicizing precarious work: Forty years of research in the social sciences and humanities. <i>International Review of Social History</i>, 63(2), 273-319.</p> <p>Recommended: Doellgast, V., Lillie, N., & Pulignano, V. (Eds.). (2018). <i>Reconstructing solidarity: Labour unions, precarious work, and the politics of institutional change in Europe</i>. Oxford University Press.</p>
<p>Week 9</p> <p>Country effects on employment relations and HRM</p>	<p>Required: Khan, Z., Wood, G., Tarba, S. Y., Rao-Nicholson, R., & He, S. (2019). Human resource management in Chinese multinationals in the United Kingdom: The interplay of institutions, culture, and strategic choice. <i>Human Resource Management</i>, 58(5), 473-487.</p> <p>Lloyd, C., & Payne, J. (2019). Rethinking country effects: robotics, AI and work futures in Norway and the UK. <i>New Technology, Work and Employment</i>, 34(3), 208-225.</p> <p>Schotter, A. P., Meyer, K., & Wood, G. (2021). Organizational and comparative institutionalism in international HRM: Toward an integrative research agenda. <i>Human Resource Management</i>, 60(1), 205-227.</p> <p>Recommended: Hall, P.A. and Soskice, D. (2001). ‘An introduction to varieties of capitalism’. In P.A. Hall and D. Soskice (eds.), <i>Varieties of Capitalism: The Institutional Foundations of Comparative Advantage</i>. Oxford: Oxford University Press, pp. 21–74.</p>
<p>Week 10</p> <p>Managing HRM, voice, and the quality of work in supply chains</p>	<p>Distelhorst, G., & McGahan, A. (2021). Socially irresponsible employment in emerging-market manufacturers. <i>Organization Science</i>.</p> <p>Reinecke, J., & Donaghey, J. (2021). Towards worker-driven supply chain governance: Developing decent work through democratic worker participation. <i>Journal of Supply Chain Management</i>, 57(2), 14-28.</p> <p>Reinecke, J., & Donaghey, J. (2021). Political CSR at the coalface—The roles and contradictions of multinational corporations in developing workplace dialogue. <i>Journal of Management Studies</i>, 58(2), 457-486.</p>

	Caruana, R., Crane, A., Gold, S., & LeBaron, G. (2021). Modern slavery in business: The sad and sorry state of a non-field. <i>Business & Society</i> , 60(2), 251-287.
Week 11 Collective bargaining, wages, and inequality	Required: Western, B., & Rosenfeld, J. (2011). Unions, norms, and the rise in US wage inequality. <i>American Sociological Review</i> , 76(4), 513-537. Andersen, S. K., Wright, C. F., & Lansbury, R. D. (2022). Defining the problem of low wage growth in Australia and Denmark: From the actors' perspectives. <i>European Journal of Industrial Relations</i> , 09596801221132424. Garnero, A. (2021). The impact of collective bargaining on employment and wage inequality: Evidence from a new taxonomy of bargaining systems. <i>European Journal of Industrial Relations</i> , 27(2), 185-202. Keune, M. (2021). Inequality between capital and labour and among wage-earners: the role of collective bargaining and trade unions. <i>Transfer: European Review of Labour and Research</i> , 27(1), 29-46.
Week 12 Low-wage work: An international perspective	Required: Andersen, S. K., Wright, C. F., & Lansbury, R. D. (2022). Defining the problem of low wage growth in Australia and Denmark: From the actors' perspectives. <i>European Journal of Industrial Relations</i> , 09596801221132424. Neumark, D., & Shirley, P. (2022). Myth or measurement: What does the new minimum wage research say about minimum wages and job loss in the United States?. <i>Industrial Relations: A Journal of Economy and Society</i> , 61(4), 384-417. Bosch, G. (2018). The making of the German minimum wage: a case study of institutional change. <i>Industrial Relations Journal</i> , 49(1), 19-33. Alsos, K., Nergaard, K., & Van Den Heuvel, A. (2019). Collective bargaining as a tool to ensure a living wage. Experiences from the Nordic countries. <i>Transfer: European Review of Labour and Research</i> , 25(3), 351-365.