

人力资源与竞争优势
Strategic Human Resource Management
MANA 5340
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教材 COURSE MATERIALS

1. 必备教材 Textbook (required):
Human Resource Management: A Managerial Tool for Competitive Advantage (4th Edition), Kleiman, L. S, 2009. 人力资源管理获取竞争优势的工具(原书第4版), (美)劳伦斯 S. 克雷曼, MBA教材精品译丛, 机械工业出版社。
2. 辅助材料 Supplementary materials: 会在课堂分发 will be provided during the class.

课程目标 COURSE OBJECTIVES

如何有效运用人力资源来提高企业的竞争优势? 本课程将提高你作为企业管理者在这方面的知识 & 能力。在这门课中, 我们会探讨人力资源的真正涵义。我们会探讨如何通过激励机制、工作设置、领导方式、团队合作、和企业文化等渠道来运用优秀的人力资源。在这门课程中, 你将学习到关键的知识 & 理念, 从而理解如何运用本企业的人力资源来提高创新能力, 进而提高企业的竞争优势。

How to manage human resources to develop business competitive advantage? This course develops your ability as a successful business leader who understands how to utilize human resources to achieve innovation and business success. In this course you will gain vital perspectives about the meaning of human resources. You will learn how to best manage human resources through different strategies (e.g., motivation, job design, leadership, teamwork, organizational culture) and processes (psychological, interpersonal, and organizational). These frameworks and knowledge enable you to cultivate a vibrant human force within your organization, for better performance, for innovation, and for competitive advantage.

课堂形式和学习方式 COURSE DESIGN AND LEARNING STRATEGIES

在本课程中传授的知识是基于管理科学研究的成果。同学们会通过小组和课堂讨论的形式将这些知识和自己的工作经验和公司案例结合起来。课堂形式强调老师和同学之间，以及同学与同学之间的互动。积极参与课堂讨论是学习本课程的重要方式。

The knowledge shared in this course is based on social scientific research, which you will integrate with personal experiences and real-world cases to generate meaningful learning. Course format will be highly interactive with group discussions and case analyses. Your active participation is vital for achieving a high level of learning from this class.

教授 PROFESSOR INFORMATION

袁菲蓉教授本科毕业于上海复旦大学，在美国德州 A&M 大学获得企业管理学博士学位。袁教授现在美国德克萨斯大学阿灵顿分校商学院企业管理系担任终身制助理教授。在此之前，她在美国堪萨斯大学商学院担任企业管理系的终身制助理教授。在美国十几年的高等教育生涯中，袁教授给本科生，MBA 学生，和博士生开设过多门企业管理和创新的课程。袁教授在企业管理学界参与多项科研项目。她的主要研究方向包括企业变革、人力资源、创新，和跨文化管理。袁教授的论文发表在多个国际性学术刊物上，例如《管理学杂志》，《创新研究》，《企业变革全书》，和《企业变革研究》。在哈佛商业评论刊中也有刊登她在员工创新方面的研究成果。袁教授现任美国《应用行为学》杂志的编委，并同时为多个美国管理学杂志审稿。袁教授是美国管理学年会，美国国际商务学会，美国心理学协会，中国管理研究国际学会，和企业心理学协会的成员。

Professor Yuan earned her Ph.D. degree in Management from Texas A&M University and her Bachelor's degree from Fudan University, Shanghai, China. Prior to joining UTA, she served as an assistant professor at the University of Kansas. Professor Yuan has more than 10 years of teaching experience and has offered a variety of courses at the undergraduate, MBA, and Ph.D. levels. Professor Yuan is an active researcher in her field. Her research focuses on individual behavior, human resource practices, and organization processes related to employee creativity, innovation, and organizational change. Her research has been published at the *Academy of Management Journal*, *Creativity Research Journal*, *Handbook of Organization Development*, and *Research in Organizational Change and Development*. Professor Yuan is a regular reviewer for the *Academy of Management Journal*, *Journal of Applied Psychology*, and *Organization Science*; she is currently serving on the editorial board of the *Journal of Applied Behavioral Science*. Professor Yuan is an active member of the Academy of Management (AOM), Academy of International Business (AIB), American Psychological Association (APA), International Association for Chinese Management Research (IACMR), and Society for Industrial and Organizational Psychology (SIOP).

课程评分 GRADING POLICY

项目Activities	分数Points
带领小组讨论 Discussion leading	30
出勤（8 堂课） Attendance (8 classes)	40
课堂讨论参与 Class Participation	30
期末论文 Final Paper	50
总共 Total	150

总分Points

135 - 150

120 - 134

105 - 119

90 - 104

< 90

总成绩Grade

A

B

C

D

F

带领小组讨论 DISCUSSION LEADER

每个学员会挑选某一堂课来担任带领小组讨论的组长。讨论组长会带领小组成员就老师分配的讨论题目进行讨论，并记录和总结小组的讨论结果，用于和全班分享。讨论组长需要调动小组成员来充分参与讨论，并且要适当地协调讨论时间的分配和运用。每堂课结束时，小组成员将对讨论组长进行评分（总分 30 分，评分细则见附录）。

Each student will sign up to be the discussion leader for one class. As a student discussion leader, you will lead a group of your peer students to discuss the assigned topic and to generate a group list of answers according to the Professor's requirement, which will be shared with the class after the group discussions. Your team members will evaluate the performance of your in-class discussion leading (30 pts, cf. Appendix).

出勤 ATTENDANCE

这门课程将对学员出勤提出严格要求。我们将在每天上午和下午的课堂上不定时地检查学员出勤情况。每半天算一堂课，共 8 堂课。每次缺勤将从个人总分中扣除 5 分。如果学员有特殊情况需要缺勤，请提前向课程监管老师请假。

This course implements a strict attendance policy. We will randomly check students' attendance during the class period in the morning and afternoon each day. Each absence will result in a deduction of 5 points out of your total points. If you must skip the class under extenuating circumstance, please inform the course manager in advance.

课堂讨论参与 PARTICIPATION

积极参与课堂讨论是学习本课程的重要方式。课堂讨论参与共 30 分，主要基于学员的以下表现：

1. 积极并高质量地参与小组讨论；
2. 积极并高质量地参与课堂发言和讨论；
3. 遵守课堂纪律（上课时自觉关闭手机和其他无关电子产品）；
4. 尊敬课堂中的每一个人和其他学员在课堂上的发言，营造一个互相尊重的讨论氛围。

Class experiences are extremely important to your learning in this course. Active participation in class exercises and discussions is vital for you to develop a higher level of understanding beyond the readings and to develop the ability to analyze situations, apply concepts, and create action plans, all of which are essential for you to develop your managerial skills. Class participation (30 pts) will be evaluated on the following four aspects:

1. Participation in group discussions: Participate actively professionally and NOT excessively in your group discussions.
2. Participation in class: Offering quality comments and questions in class discussions.
3. Respect: Using cell phone or other electronic devices in class for non-class-related purposes are forbidden.
4. Supporting a positive learning environment by showing respect for professor and other students.

期末论文 FINAL PAPER

期末论文要求每个学员从一个公司或者部门的主管的角度分析和探讨如何提高本企业员工的创新能力。你可以分析你现在的企业，或者可以分析一个以前工作过的企业。在这门课程里，我们将从各个方面对人力资源创新能力进行探讨（例如：内部/外部激励、创新需要，人际风险、创新自信心、关联因素、团队设置、工作设置、领导方式、企业文化，等等）。在期末论文里，你需要从中挑选两个方面，就这两个方面在论文中讨论以下两个问题：

- 1) 这个企业/部门在这两方面的现状如何？
- 2) 就这两个方面，提出如何提高这个企业员工创新能力的具体建议。

在论文中请对企业名称和涉及到的个人名字采用假名。并且不要泄露公司的保密商业信息。

论文长度要求：2000 到 2500 字。

论文上交时间：北京时间 2013 年 1 月 16 日下午 5 点前，将期末论文电邮到袁教授的信箱 (fyuan@uta.edu)。

In the final paper, you will assume the managerial position of an organization, a department, or a work unit in your current organization or an organization that you previously have worked for, apply the knowledge from this course to analyze key aspects of this organization or work unit in terms of their implications for human resource management. Based on these analyses, you will discuss actions that can be taken to cultivate a vibrant human force for business success. Through the course, you will be exposed to major issues such as intrinsic/extrinsic motivation, image risks, creative self-efficacy, person factors, social factors, team structure and processes, organization culture, leadership, job design, etc. The requirement is that you will need to identify two issues discussed in our class that are particularly relevant to this organization. Based on what you've learned about these two issues, discuss in your paper:

- 1) What is this organization's current condition with regard to these two aspects?
- 2) What actions can this organization take, in these two aspects, to better utilize their human resource management for innovation and competitive advantage?

This analysis should utilize information about the environment of the organization that can be typically observed by and shared with the public without divulging any proprietary information. Please use fake names for the organization and people to protect their confidentiality. An electronic copy of the written report needs to be received by Professor Yuan by 5 p.m. Jan 16, 2013 (Beijing time) at: fyuan@uta.edu

学术诚信 ACADEMIC HONESTY

德克萨斯大学阿灵顿分校严禁任何形式的学术欺骗行为。所有涉嫌学术欺骗的人员都将根据学校的规定和章程受到纪律处分，包括终止学业或开除学籍。

Academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form at The University of Texas at Arlington. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University.

“学术不诚信包括，但是不局限于，欺骗、抄袭、合谋作弊、盗窃他人成果、代考、和任何企图给予某个学生特殊优待的徇私舞弊行为。”（德克萨斯大学评议委员会条例规定，第1部分，第6章，第3节，第3.22小节）

"Academic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts." (Regents' Rules and Regulations, Part One, Chapter VI, Section 3, Subsection 3.2, Subdivision 3.22).

教学日程 COURSE SCHEDULE

11/24, 周四, 上午

Topic 1: The perspective of human “resources” (Chapter 1)

第一课：人力资源观（参考课本第一章）

11/24, 周四, 下午

Topic 2: Human resources for competitive advantage (Chapter 2)

第二课：人力资源与企业竞争优势的关系（参考课本第二章）

11/25, 周五, 上午

Topic 3: Key perspectives and mechanisms – Part I (Chapter 8)

第三课：激发员工创造力的主要途径-I（参考课本第八章）

11/25, 周五, 下午

Topic 4: Key perspectives and mechanisms – Part II (Chapter 6)

第四课：激发员工创造力的主要途径-II（参考课本第六章）

11/26, 周六, 上午

Topic 5: Person and social factors (Chapters 4 and 5)

第五课：个人和关联因素（参考课本第四、第五章）

11/26, 周六, 下午

Topic 6: Team creativity

第六课：团队创新

11/27, 周日, 上午

Topic 7: Organization environment – Part I (Chapter 3)

第七课：公司因素-I（参考课本第三章）

11/27, 周日, 下午

Topic 8: Organization environment – Part II

第八课：公司因素-II

日程调整 SYLLABUS CHANGE

授课进程可能会在课程中作出调整。如有变动，会另行通知。You may expect that amendments to this syllabus will be made as the course progresses.

附录: 讨论组长评分表

日期: _____ 上午 _____ 下午 _____

组长姓名: _____

打分学生姓名: _____

请用以下评分标准, 给该组长在各个方面打分。将分数写在左边横线上。

1	2	3	4	5
完全不同意	不同意	不同意也不反对	有一些同意	完全同意

_____ 1. 这位组长充分调动了大家的讨论积极性。

_____ 2. 这位组长在小组讨论过程中发挥了有效的协调和组织作用。

_____ 3. 这位组长的工作有效地提高了我们组的讨论质量。

_____ 4. 这位组长认真负责地帮助大家总结了讨论的重点。

_____ 5. 总体而言, 这是一位 优秀的讨论组长。

总分 (加总以上五个方面的分数) = _____