
STRATEGIC HUMAN RESOURCE MANAGEMENT & HUMAN CAPITAL

Period: a.y. 2021/2022 – I sem.

Office Hours: by appointment

Instructor:

Prof. Arnaldo Camuffo

Dept. of Mgmt. & Tech. - Room 4-E2-07

arnaldo.camuffo@unibocconi.it

Course description

The purpose of this PhD course is to examine the role of human resource management (HRM) as a constitutive element of organizations. It is grounded on the different theories of the firm and of the labor market and finds its antecedents in the literature on labor economics and labor relations as the foundations of strategic human capital and HRM research.

It examines the core topics in human resource management research as located at the crossroads of labor economics, organizational sociology, organizational economics, labor relations theory, political economy and the strategic management of human capital.

The course focuses on the “macro” side of human resource management within organizations and more specifically on its strategic aspect. Research on human resource policies and practices (e.g., selection, training, performance management, job design, compensation etc.) will be touched upon but will not be the primary focus of the course. Overall, the aim of the course is to understand how firms acquire and invest in human capital and use human resource management practices to ensure value creation and value capture . The course is divided into three main sections.

Section 1, after summarizing relevant labor economics theory, introduces foundational research in industrial relations, employment systems and internal labor market theory as the foundations of modern strategic human resource management and strategic human capital research.

Section 2 builds on human capital theory and illustrates key topics in strategic human capital research focusing on the relationships with the theory of the firm, strategic heterogeneity and firm performance.

Section 3 deals with human resource management research as developed during the last four decades and touches upon strategic human resource management, high involvement/investment/performance human resource systems and practices (including hiring, training, work organization, performance management, employee development and careers and compensation).

The course topics are analyzed from different theoretical perspectives including organizational economics, institutional theory and the resource based view of the firm. Different approaches to HRM research (both conceptual development and empirical work) are also illustrated.

Grading

Participation (20%): The quality of PhD level courses is directly related to the quality of class discussion. Consequently, class participation will be graded on each student's degree of quality contribution toward class discussions. To ensure an informed discussion, students are expected to come to class prepared to discuss (not simply summarize) each article. For each session there will be a specific list of required readings (the required readings are marked with a '*' in the readings list). This list blends some "classics" or "must read" in the field with other pieces that better exemplify current or "hot" topics. Students must read all the required readings (3 or 4 papers per session) and be able to provide a summary of them upon request.

A list of suggested/additional readings is also provided for those students interested in pursuing a topic in more detail. Students are encouraged, although not required, to read beyond the assigned readings and to bring to the class's attention research that informs and explores the day's issues. In preparing for class discussion, students may want to ask themselves some of the following questions:

- What is interesting about this article?
- What are the interesting research questions in this area of research?
- What are the strengths and weaknesses of the conceptual arguments and assumptions of this article?
- What are the strengths and weaknesses of the methodological approach used to test the research questions in this article?
- How does this article fit in with other articles on the topic?
- If you were doing research in the same content area as the article, what would you do next or differently?
- What does this article "have to do" with SHRM (strategic human resource management) and SHC (strategic human capital) research?

In addition, for each class session a discussion leader/class facilitator will be assigned to help clarify key concepts, identify controversial or interesting issues, point out additional articles of particular relevance, and so on. Though all students are strongly encouraged to come to class with questions and issues to discuss, it is the role of the facilitator to prepare 2 or 3 critical questions per article for discussion. However, it is NOT the role of the facilitator to lead the entire discussion -- all students are expected to participate equally. We will determine who will be the facilitators for each class during the first class session. Depending on class size, students will be expected to lead one or more class sessions.

Article Critiques (30% - 5 critiques each worth 6% each): To facilitate learning and scholarship, each student will conduct 5 (five) critical evaluations of articles that we read for class. Articles can be chosen among those assigned to any session between 2 and 6. These 2-page critiques will be based on your assessment of the theoretical and methodological quality of an article that is assigned for class reading. Critiques cannot refer to articles of the same session. The articles that you choose will be up to you. These critiques will be collected at the beginning of the session/class. In general, these critiques should not be summaries or a re-hash of each article (we all have read the articles already); instead a good critique identifies the strengths and weaknesses of an article in terms of its contribution to the literature and identifies future research needs and opportunities.

Research Paper draft (50%): Each student will investigate a topic of his/her choice in HRM/SHC and draft a paper proposal that integrates past research and theory with new ideas about an issue. Originality, thoroughness, and

scholarly thinking are the most important criteria for a research paper. These paper proposals may involve a focused review of the literature on a specific topic, a research design, a plan for data analysis or a conceptual contribution to the field of SHC/HRM. Whatever the nature of the research paper and its stage of development/completion at the deadline, it must be clearly crafted; this is an opportunity to develop a paper proposal that might become of publishable quality. All papers should be written in a format and structure suitable for submission to the top management journals (Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Journal of Management, Journal of Applied Psychology, Strategic Management Journal etc.) or to the top field journals (Personnel Psychology, Industrial and Labor Relations Review, Industrial Relations, Human Resource Management, British Journal of Industrial Relations, International Journal of Human Resource Management) and should not exceed 30 pages. Presentations will be made by each student during the final session and will follow the format of the academy of management meetings conference. The deadlines for the research paper are listed below.

- I. **Research Paper Ideas:** A 3-5-page research paper proposal is due by Monday, December 13, 2021. Each student will present her/his research paper proposal in class (session 6). The other attending students and the instructor will provide feedback during the proposal presentation session.
- II. **First Drafts of paper proposals:** A first draft of the research paper is due by Sunday, January 16, 2022. I will ask one student in the class to review your paper (this will simulate an actual review that a manuscript would go through when submitted for publication). Reviews (1-pager) are due by Sunday January 23, 2022 and should be sent to the paper author and to me via e-mail.
- III. **Final Drafts of paper proposals:** Final due date is Sunday January 30, 2022 when papers will be presented and discussed. Each student must also submit a short written response to the reviewer's comments with their final draft. I will also provide my feedback to each student during the presentation/discussion session.

Faculty Bio.

Arnaldo Camuffo (MBA, MIT, 1989 PhD, University of Venice, 1990) is professor of management at Bocconi University, Milan, Italy. Author of books (the latest being *Lean Transformations for Small and Medium Enterprises*, New York, CRC-Productivity Press, 2016), essays and articles, his research has appeared, among others, in *Management Science*, *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, *Research Policy*, *Industrial and Corporate Change*, and *MIT Sloan Management Review*.

Course Schedule

Session/Date	Topic
Session 1 Mon November 8 2021 3.00 – 4.30 pm 4.50 – 6.20 pm	<ul style="list-style-type: none"> • Labor markets and relations <ul style="list-style-type: none"> ○ Course Introduction ○ Labor market theories: a review ○ Labor relations studies: a historical/comparative perspective
Session 2 Mon November 15 2021 3.00 – 4.30 pm 4.50 – 6.20 pm	<ul style="list-style-type: none"> • Employment systems <ul style="list-style-type: none"> ○ Internal labor markets ○ Intra and inter-organizational careers and employee mobility ○ Flexible work, the “fissured” workplace, and blended workforces
Session 3 Mon November 22 2021 3.00 – 4.30 pm 4.50 – 6.20 pm	<ul style="list-style-type: none"> • Strategic human capital <ul style="list-style-type: none"> ○ Human capital resources ○ General and Firm-specific human capital ○ Individuals, teams and performance ○ Human capital inflows and outflows: Turnover models
Session 4 Mon November 29 2021 3.00 – 4.30 pm 4.50 – 6.20 pm	<ul style="list-style-type: none"> • HRM systems and performance <ul style="list-style-type: none"> ○ High performance human resource practices ○ High involvement/investment human resource practices ○ Main effects, moderators and mediators ○ A critical perspective
Session 5 Wed December 1 2021 3.00 – 4.30 pm 4.50 – 6.20 pm	<ul style="list-style-type: none"> • Methods and approaches in SHRM & SHC Research <ul style="list-style-type: none"> ○ Qualitative and set-theoretic studies ○ Endogeneity issues and identification strategies in quantitative studies ○ Experiments
Session 6 Mon December 13 2021 3.00 – 4.30 pm 4.50 – 6.20 pm	<ul style="list-style-type: none"> • Progressive HRM <ul style="list-style-type: none"> ○ HRM, CSR and sustainability ○ HRM and inequality outcomes • Paper proposal presentations
Final Session Mon January 31 2022 2.00 - 4.00pm	<ul style="list-style-type: none"> • Paper presentation and discussion
Due date/ deadline	Deliverable
Every session (2 to 6)	Article Critique (2-pager)
December 13, 2021	Research paper proposal idea (3-pager)
January 16, 2022	Research paper proposal draft
January 23, 2022	Classmate’s research paper proposal review
January 31, 2022	Final paper proposal, presentation and discussion

Reading List

Session 1: Labor markets and relations

Required Readings:

Additional Readings:

- Akerlof, G. A., & Yellen, J. L. (Eds.). (1986). *Efficiency wage models of the labor market*. Cambridge University Press.
- Becker, G. S. (2009). *Human capital: A theoretical and empirical analysis, with special reference to education*. University of Chicago Press.
- Boeri, T., & Van Ours, J. (2013). *The economics of imperfect labor markets*. Princeton University Press.
- Braverman, Harry. (1974). *Labor and Monopoly Capital*. New York, Free Press.
- Kaufman, B. E. (1999). Expanding the behavioral foundations of labor economics. *Industrial and Labor Relations Review*, 361-392.
- Kaufman, B. E. (2003). John R. Commons and the Wisconsin School on industrial relations strategy and policy. *Industrial and Labor Relations Review*, 3-30.
- Kochan, T. A. (1986). *The transformation of American industrial relations*. Cornell University Press.
- Reich, M., Gordon, D. M., & Edwards, R. C. (1973). A theory of labor market segmentation. *The American Economic Review*, 359-365.
- Shapiro, C., & Stiglitz, J. E. (1984). Equilibrium unemployment as a worker discipline device. *The American Economic Review*, 433-444.

Session 2: Internal labor markets, external labor markets and HR practices

Required Readings:

- *Lazear, E. P., & Shaw, K. L. (2007). Personnel Economics: The Economist's View of Human Resources. *Journal of Economic Perspectives*, 21(4), 91-114.
- *Bidwell, M., & Keller, J. R. (2014). Within or without? How firms combine internal and external labor markets to fill jobs. *Academy of Management Journal*, 57(4), 1035-1055.
- *Keller, JR, 2018, Posting and Slotting: How Hiring Processes Shape the Quality of Hire and Compensation in Internal Labor Markets, *Administrative Science Quarterly*, 63(4), 848-878.

Additional Readings:

- Baron, J.N., Burton, M.D., and Hannan, M.T. (1996). The road taken: The origins and evolution of employment systems in emerging high-technology companies. *Industrial and Corporate Change*, 5: 239-276.
- Belenzon, S., & Tsolmon, U. (2016). Market frictions and the competitive advantage of internal labor markets. *Strategic Management Journal*, 37(7), 1280-1303.
- Bidwell, M. (2009). Do peripheral workers do peripheral work? Comparing the use of highly skilled contractors and regular employees. *Industrial & Labor Relations Review*, 62(2), 200-225.
- Bidwell, M. (2011). Paying More to Get Less: The Effects of External Hiring versus Internal Mobility. *Administrative Science Quarterly*, 56(3): 369-407.
- Bonet, R., Cappelli, P., & Hamori, M. (2013). Labor market intermediaries and the new paradigm for human resources. *The Academy of Management Annals*, 7(1), 341-392.
- Camuffo, Arnaldo. "The changing nature of internal labor markets." *Journal of Management and Governance* 6.4 (2002): 281-294.
- Cappelli, P., & Keller, J. R. (2013). Classifying work in the new economy. *Academy of*



Management Review, 38(4), 575-596.

- De Stefano, F., Bonet, R., & Camuffo, A. (2019). Does losing temporary workers matter? The effects of planned turnover on replacements and unit performance. *Academy of Management Journal*, 62(4), 979-1002.
- Doeringer P., Piore, M. (1971). *Internal Labor Markets and Manpower Analysis*, Heath: Lexington, Chapters 1 (Ch. 2 is optional).
- Lepak, D. P., & Snell, S. A. (2002). Examining the human resource architecture: The relationships among human capital, employment, and human resource configurations. *Journal of Management*, 28(4), 517-543.
- Osterman, P. (2011). Institutional labor economics, the new personnel economics, and internal labor markets: a reconsideration. *Industrial & Labor Relations Review*, 64(4), 637-653.
- Stark, D. (1986). Rethinking internal labor markets: New insights from a comparative perspective. *American Sociological Review*, 492-504.
- Waldman, M. (2013), Theory and Evidence in Internal Labor Markets, in Robert Gibbons & John Roberts, eds., *The Handbook of Organizational Economics*, Princeton University Press, 520-571.

Session 3: Strategic human capital

Required Readings:

- * Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. *Academy of Management Review*, 36(1), 127-150.
- * Campbell, B. A., Coff, R., & Kryscynski, D. (2012). Rethinking sustained competitive advantage from human capital. *Academy of Management Review*, 37: 376-395.
- *Chadwick, C. (2017). Toward a more comprehensive model of firms' human capital rents. *Academy of Management Review*, 42(3), 499-519.
- * Call, M. L., & Ployhart, R. E. (2020). A Theory of Firm Value Capture from Employee Job Performance: A Multi-Disciplinary Perspective. *Academy of Management Review*, (ja).

Additional Readings:

- Aguinis, H., & O'Boyle, E. (2014). Star Performers in Twenty-First Century Organizations. *Personnel Psychology*, 67(2), 313-350.
- Call, M., Nyberg, A., Ployhart, R., & Weekley, J. (2014). The Dynamic Nature Of Turnover And Unit Performance: The Impact Of Time, Quality, And Replacements. *Academy of Management Journal*, Amj-2013.
- Camuffo, A., G.Costa (1993), "Strategic Human Resource Management: the Italian Style", *MIT Sloan Management Review*, 34(2) 59-67.
- Castanias, R. P., & Helfat, C. E. (2001). The managerial rents model: Theory and empirical analysis. *Journal of Management*, 27(6), 661-678.
- Coff, R. W. (1997). Human assets and management dilemmas: Coping with hazards on the road to resource-based theory. *Academy of Management Review*, 22(2): 374-402.
- Crocker, A., & Eckardt, R. 2014. A multilevel investigation of individual- and unit-level human capital complementarities. *Journal of Management*, 40: 509-530
- Crook, T. R., Todd, S. Y., Combs, J. G., Woehr, D. J., & Ketchen, D. J., Jr. 2011. Does human capital matter? A meta-analysis of the relationship between human capital and firm performance. *Journal of Applied Psychology*, 96: 443-456.
- Groysberg, B., Lee, L.-E., & Nanda, A. (2008). Can They Take It With Them? The Portability of Star Knowledge-Workers' Performance. *Management Science*, 54(7): 1213-1230.
- Hitt, M. A., Bierman, L., Shimizu, K., & Kochhar, R. (2001). Direct and moderating effects of human capital on strategy and performance in professional firms: a resource-based perspective. *Academy of Management Journal*, 44(1): 13-28.
- Huckman, R. S., & Pisano, G. P. (2006). The Firm Specificity of Individual Performance: Evidence



from Cardiac Surgery. *Management Science*, 52(4): 473-488.

- Kehoe, R. R., & Tzabbar, D. (2015). Lighting the way or stealing the shine? An examination of the duality in star scientists' effects on firm innovative performance. *Strategic Management Journal*, 36(5), 709-727.
- Kryscynski, D., & Ulrich, D. (2015). Making strategic human capital relevant: A time-sensitive opportunity. *The Academy of Management Perspectives*, 29(3), 357-369.
- Fitza, M. A. (2014). The use of variance decomposition in the investigation of CEO effects: How large must the CEO effect be to rule out chance?. *Strategic Management Journal*, 35(12), 1839-1852.
- Mollick, E. (2012). People and process, suits and innovators: The role of individuals in firm performance. *Strategic Management Journal*, 33(9), 1001-1015.
- Molloy, J. C., & Barney, J. B. (2015). Who captures the value created with human capital? A market-based view. *The Academy of Management Perspectives*, 29(3), 309-325.
- Morris, S. S., Alvarez, S. A., Barney, J. B., & Molloy, J. C. (2017). Firm-specific human capital investments as a signal of general value: Revisiting assumptions about human capital and how it is managed. *Strategic Management Journal*, 38(4), 912-919.
- Nyberg, A. J., & Ployhart, R. E. (2013). Context-emergent turnover (CET) theory: A theory of collective turnover. *Academy of Management Review*, 38(1), 109-131.
- Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. *Academy of Management Review*, 36(1), 127-150.
- Ployhart, R. E., Nyberg, A. J., Reilly, G., & Maltarich, M. A. (2014). Human capital is dead; long live human capital resources!. *Journal of Management*, 40(2), 371-398.
- Raffiee, J., & Coff, R. (2015). Micro-Foundations of Firm-Specific Human Capital: When Do Employees Perceive Their Skills to be Firm-Specific? *Academy of Management Journal*, amj-2014.
- Wright, P. M., Coff, R., & Moliterno, T. P. (2014). Strategic human capital crossing the great divide. *Journal of Management*, 40(2), 353-370.
- Chadwick, C. (2017). Toward a more comprehensive model of firms' human capital rents. *Academy of Management Review*, 42(3), 499-519.

Session 4: Performance Implications of HRM systems

Required Readings:

- * Ichniowski, C., Shaw, K., & Prennushi, G. (1997). The Effects of Human Resource Management Practices on Productivity: A study of Steel Finishing Lines, *The American Economic Review*, June: 291-314.
- * Han, J. H., Kang, S., Oh, I. S., Kehoe, R. R., & Lepak, D. P. (2019). The goldilocks effect of strategic human resource management? Optimizing the benefits of a high-performance work system through the dual alignment of vertical and horizontal fit. *Academy of Management Journal*, 62(5), 1388-1412.
- * Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How Does Human Resource Management Influence Organizational Outcomes? A Meta-Analytic Investigation of Mediating Mechanisms. *Academy of Management Journal*, 55(6), 1264-1294.
- * Kaufman, B. E. (2010). SHRM Theory in the Post-Huselid Era: Why It Is Fundamentally Misspecified. *Industrial Relations: A Journal of Economy and Society*, 49(2), 286-313.

Additional Readings:

- Arthur, J.B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37: 670-687.
- Camuffo, A., G.Volpato, (1995), "The labor relations heritage and lean manufacturing at FIAT", *The International Journal of Human Resource Management*, 6(4) 795-824.
- Cappelli, P., and Neumark, D. (2001). Do 'High-Performance' Work Practices Improve

- Establishment-Level Outcomes? *Industrial and Labor Relations Review*, 54 (4): 737-775.
- Chadwick, C., & Dabu, A. (2009). Human resources, human resource management, and the competitive advantage of firms: Toward a more comprehensive model of causal linkages. *Organization Science*, 20(1): 253-272.
 - Cutcher-Gershenfeld, J.C. (1991). The impact on economic performance of a transformation in workplace relations. *Industrial and Labor Relations Review*, 44: 241-260.
 - Huselid, M.A. (1995). The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance. *Academy of Management Journal*, 38 (3): 635-672.
 - Ichniowski, C. Kochan, T.A., Levine, D., Olson, C. & Strauss, G. (1996). What works at work: Overview and assessment. *Industrial Relations*, 35(3): 299-333.
 - Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. L. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85.
 - Kehoe, R. R., & Wright, P. M. (2013). The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of management*, 39(2), 366-391.
 - Koch, M.J. & McGrath, R.G. (1996). Improving labor productivity: Human resource management policies do matter. *Strategic Management Journal*, 17: 335-354.
 - MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *Industrial and Labor Relations Review*, 48: 197-221.
 - O'Reilly, C. A., & Pfeffer, J. (2000). *Hidden value: How great companies achieve extraordinary results with ordinary people*. Harvard Business Press.
 - Pfeffer, J. (1995). Producing sustainable competitive advantage through the effective management of people. *Academy of Management Executive*, 9(1): 55-69.
 - Pfeffer, J. (1998). *The human equation: Building profits by putting people first*. Harvard Business Press.
 - Posthuma, R. A., Campion, M. C., Masimova, M., & Campion, M. A. (2013). A High Performance Work Practices Taxonomy Integrating the Literature and Directing Future Research. *Journal of Management*, 39(5), 1184-1220.
 - Youndt, M.A., Snell, S.A., Dean, J.W. Jr., & Lepak, D.P. (1996). Human resource management, manufacturing strategy, and firm performance. *Academy of Management Journal*, 39(4): 836-866.

Session 5: Methodological approaches and issues in SHRM & SHC Research

Required Readings:

- *Galperin, R. V., Hahl, O., Sterling, A. D., & Guo, J. (2020). Too good to hire? Capability and inferences about commitment in labor markets. *Administrative Science Quarterly*, 65(2), 275-313.
- *Oettl, A. (2012). Reconceptualizing stars: Scientist helpfulness and peer performance. *Management Science*, 58(6), 1122-1140.
- *Meuer, J. (2017). Exploring the Complementarities Within High-Performance Work Systems: A Set-Theoretic Analysis of UK Firms. *Human Resource Management*, 56(4), 651-672.

Additional Readings:

- Castilla, E. J., & Benard, S. (2010). The paradox of meritocracy in organizations. *Administrative Science Quarterly*, 55(4), 543-676.
- Evans, J. A., Kunda, G., & Barley, S. R. (2004). Beach time, bridge time, and billable hours: The temporal structure of technical contracting. *Administrative Science Quarterly*, 49(1), 1-38.
- Schmitt, N., Klimoski, R. J., Ferris, G. R., & Rowland, K. M. (1991). *Research methods in human resources management*. South-Western Pub.

- Berk, R. (1983). An introduction to sample selection bias in sociological data. *American Sociological Review*, 48: 386-399.
- Delery, J. (1998). Issues of Fit in Strategic Human Resource Management: Implications for Research, *Human Resource Management Review*, 8(3), 289-309.
- Greenberg, J., & Tomlinson, E.C. (2004). Situated experiments in organizations: Transplanting the lab to the field. *Journal of Management*, 30(5), 703-724.
- Hinkin, T.R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121.
- Podsakoff, P. and Organ, D. (1986). Self-Reports in Organizational Research: Problems and Prospects. *Journal of Management*, 12: 531-544
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.Y, and Podsakoff, N.P. (2003). Common Method Biases in Behavioral Research: A Critical Review of the Literature and Recommended Remedies. *Journal of Applied Psychology*, 88, 5, 879-903.
- Schmitt, N. (1994). Method bias: The importance of theory and measurement. *Journal of Organizational Behavior*, 15, 393-398.
- Shin, D., & Konrad, A. M. (2017). Causality between high-performance work systems and organizational performance. *Journal of management*, 43(4), 973-997.
- Wright, P. M., Gardner, T. M., Moynihan, L. M., & Allen, M. R. (2005). The Relationship Between HR Practices and Firm Performance: Examining Causal Order, *Personnel Psychology*, 58(2), 409-446.
- Bidwell, M., Briscoe, F., Fernandez-Mateo, I., & Sterling, A. (2013). The employment relationship and inequality: How and why changes in employment practices are reshaping rewards in organizations. *The Academy of Management Annals*, 7(1), 61-121.

Session 6: Progressive HRM

Required Readings:

- * Goh, J., Pfeffer, J., & Zenios, S. A. (2016). The relationship between workplace stressors and mortality and health costs in the United States. *Management Science*, 62(2), 608-628.
- * Distelhorst, G., Hainmueller, J., & Locke, R. M. (2016). Does lean improve labor standards? Management and social performance in the Nike supply chain. *Management Science*, 63(3), 707-728.

Additional Readings:

- Pfeffer, J. (2010). Building sustainable organizations: The human factor. *The Academy of Management Perspectives*, 24(1), 34-45.
- Bidwell, M., Briscoe, F., Fernandez-Mateo, I., & Sterling, A. (2013). The employment relationship and inequality: How and why changes in employment practices are reshaping rewards in organizations. *The Academy of Management Annals*, 7(1), 61-121.
- Camuffo, A., & De Stefano, F. (2016). Work as commons: Internal labor markets, blended workforces and management. In *The structuring of work in organizations* (pp. 363-382). Emerald Group Publishing Limited.
- De Stefano, F., Bagdadli, S., Camuffo, A., (2017), The HR Role In Corporate Social Responsibility And Sustainability: A Boundary Shifting Literature Review, *Human Resource Management*
- Camuffo, A., De Stefano, F., & Paolino, C. (2017). Safety reloaded: Lean operations and high involvement work practices for sustainable workplaces. *Journal of Business Ethics*, 143(2), 245-259.
- Castilla, E. J. (2011). Bringing Managers Back In Managerial Influences on Workplace Inequality. *American Sociological Review*, 76(5), 667-694.
- Cobb, J. A. (2016). How firms shape income inequality: Stakeholder power, executive decision



making, and the structuring of employment relationships. *Academy of Management Review*, 41(2), 324-348.

- Enhart, I., Harry, W., & Zink, K. J. (Eds.). (2014). *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*. Springer.
- Locke, R. M. (2013). *The promise and limits of private power: Promoting labor standards in a global economy*. Cambridge University Press.
- Preuss, L., Haunschild, A., & Matten, D. (2009). The rise of CSR: Implications for HRM and employee representation. *The International Journal of Human Resource Management*, 20, 953-973.
- Weil, D. (2014). *The Fissured Workplace*. Harvard University Press.

Final Session: Paper presentation and discussion

Additional Books of interest

- Anderson, V. (2013). *Research methods in human resource management: investigating a business issue*. Kogan Page Publishers.
- Becker, B. E., Huselid, M. A., & Beatty, R. W. (2013). *The differentiated workforce: Translating talent into strategic impact*. Harvard Business Press.
- Becker, B. E., Ulrich, D., Huselid, M. A., & Huselid, M. (2001). *The HR scorecard*. Harvard Business Press.
- Boudreau, J. W., & Ramstad, P. M. (2013). *Beyond HR: The new science of human capital*. Harvard Business Press.
- Cappelli, P. (2008). Talent on demand. *Harvard Business School Publishing, Boston, MA*.
- Cascio, W.F., (1991). Applied psychology in personnel management (4th edition). Englewood Cliffs, NJ: Prentice Hall.
- Kochan, T. & Osterman, P. (1994). The mutual gains enterprise. Boston, MA: Harvard Business School Press.
- Leonard-Barton, D. 1995. Wellsprings of knowledge: Building and sustaining the sources of innovation. Boston, MA: Harvard Business School Press.
- Osterman, P., Kochan, T. A., Locke, R. M., & Piore, M. J. (2002). Working in America: A blueprint for the new labor market. *MIT Press Books*.
- Pfeffer, J. (1994). Competitive advantage through people: Unleashing the power of the work force. Boston, MA: Harvard Business School Press.
- Pfeffer, J. (1998). The human equation: Building profits by putting people first. Boston, MA: Harvard Business School Press.
- Rousseau, D.M. (1995). Psychological contracts in organizations: Understanding written and unwritten agreements. Thousand Oaks, CA: SAGE Publications
- Schuler, R. S., & Jackson, S. E. (2008). *Strategic human resource management*. John Wiley & Sons.
- Ton, Z. (2014). *The good jobs strategy: How the smartest companies invest in employees to lower costs and boost profits*. Houghton Mifflin Harcourt.
- Ulrich, D. & Lake, D. (1991). Organizational capability: Competing from the inside out. New York, NY: John Wiley & Sons.
- Ulrich, D. (1997). Human Resource Champions. Boston, MA: Harvard Business School Press.

