

Individual assignment

“What would be the most important tool/practice for me to sustainably manage people?”

Write a reflection essay based on the articles (select 1-2), other course literature, and the lectures. Read first, reflect upon the content, and then select a theme, which may be generic or specific. Write an essay that utilizes and discusses concepts and ideas you find in the literature. Reflect upon how these ideas might guide your work and your behavior, and what the challenges might be. Focus on some area of interest, e.g. work well-being, organizational justice, etc. Title as you wish but stay within the broad heading.

You have a lot of freedom in terms of selecting a theme or perspective that inspires you (or challenges you), but please remember that the idea is not that you shake an idealistic story out of your sleeve. The idea is that you familiarize yourself with some of the offered literature, process it, challenge your thinking, and then reflect upon what it would mean to you in terms of the choices and challenges you might face if you had people management responsibilities.

Deadline: 16.2.24 klo 18

Format: Reflection essay, max. 1400 words. Times New Roman 12pt, alignment justified, spacing 1.5

N.B. Remember to always credit the sources, and if you are not sure about the rules of academic writing, please familiarize yourself with e.g.

<https://blogs.helsinki.fi/valmistu-nyt/files/2010/11/guidelines.pdf>

<https://usingsources.fas.harvard.edu/citing-sources-0>

Please, note that the latter is also highly informative about why to use sources and what you need to think about.

Course literature

Boxall, P. & Purcell, J. (2011): *Strategy and Human Resource Management: Third Edition*.

Collings, D.G. & Wood, G. (2009): *Human Resource Management: A Critical Approach*.

Optional articles

Organizational justice, ethics, psychological contract

Crawshaw, J.R., Cropanzano, R., Bell, C.B. & Nadisic, T. (2013). Organizational justice: New insights from behavioural ethics. *Human Relations*, 66 (7), 885-904.

Cropanzano, R., Bowen, D.E., & Gilliland, S.W. (2007). The Management of Organizational Justice. *Academy of Management Perspectives*, 21 (4), 34-48.

Guest, D.E. (2004). The Psychology of the Employment Relationship: An Analysis Based on the Psychological Contract. *Applied Psychology: An International Review*, 53 (4), 541-555.

Parzefall, M.R. & Hakanen, J. (2010). Psychological contract and its motivational and health-enhancing properties, *Journal of Managerial Psychology*, Vol.1, 4 – 21.

Work motivation, work engagement, well-being

Bakker, A.B. (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science* 20 (4) 265-269.

Deci, E.L. & Ryan, R.M. (2000). The “What” and “Why” of Goal Pursuits: Human Needs and the Self-Determination of Behavior. *Psychological Inquiry*, Vol. 11, No. 4, 227-268.

Parzefall, M.R. & Hakanen, J. (2010). Psychological contract and its motivational and health-enhancing properties, *Journal of Managerial Psychology*, Vol.1, 4 – 21.

Parzefall, M.-R. & Huhtala, H.M.J. (2006). Employee well-being in knowledge work - Between Human Resource Management and Innovativeness. In Vanhala, S. & Kolehmainen, M. (eds): *HRM - Between Performance and Employees*. Proceedings from the HRM conference in Helsinki, November 16, 2006. Helsinki School of Economics, B-75.

Ryan, R.M. & Deci, E.L (2000). Self-Determination Theory and the Facilitation of Intrinsic Motivation, Social Development, and Well-Being. *American Psychologist*, 55, 1, 68-78.

Sustainable HR?

Järnström, M., Saru, E., Vanhala, S. (2016). Sustainable Human Resource Management with Salience of Stakeholders: A Top Management Perspective. *Journal of Business Ethics*. Pp. 1-22.

Cappelli, P. (2015) Why We Love to Hate HR... and What HR Can Do About It. Access via HBR.

Ehnert et al (2020) Common Good HRM: A paradigm shift in Sustainable HRM? HRMR 30 / 2020

Guest, David. (2017) Human resource management and employee well-being: towards a new analytic framework. HRMJ, Vol 27, no 1, 2017, pages 22–38

David G. Collings, Anthony J. Nyberg, Patrick M. Wright, John McMackin (2021) Leading through paradox in a COVID-19 world: Human resources comes of age. HRMJ 2021