Funded PhD scholarship in HRM
Trinity Business School
Trinity College Dublin, the University of Dublin, Ireland

Trinity Business School invites applications for a funded scholarship for a PhD in the area of HRM. The scholarship comprises the cost of home/EU fees per year, and a stipend of €16,000 per annum for up to 3 years. The start date is September 2018. The maximum period of funding is three years. The successful candidate will be required to engage in teaching duties up to a maximum of 6 hours per week.

A minimum of a 2.1 undergraduate degree in social sciences and a Master's qualification in a relevant discipline is essential. The successful candidate will be required to take part in the structured PhD programme at the Trinity Business School. More details on this programme can be found at https://www.tcd.ie/business/doctoral/.

Descriptions of suggested research theme - HRM in the Age of Big Data

There has been growing interest in the field of HR data analytics among scholars and practitioners in recent years. For example, *Human Resource Management* published a special issue on Workforce Analytics (Volume 57, Issue 3, 2018) which was edited by Professor Mark Huselid (Huselid 2018) and included eight diverse papers on this topic (Simón & Ferreiro 2018; Schiemann et al. 2018; Wang & Cotton 2018; van der Laken et al. 2018; Kryscynski et al. 2018; Robinson 2018; Levenson 2018; Minbaeva 2018). Other recent research on HR analytics include Boudreau and Cascio (2017), Davenport (2013), Davenport, Harris, and Morison (2010), Guenole, Ferrar, and Feinzig (2017), Huselid (2015) McAbee, Landis, and Burke (2017) and Rasmussen and Ulrich (2015).

In terms of in the practitioners' world, a number of high tech companies have started to use varied HR analytics tools to manage their workforce. Microsoft has developed MyAnalytics (formerly Delve Analytics) which allows employees to monitor their own time management by providing personalized report about how they spend their time at work. SAP promotes their product - SuccessFactors - which is an HR analytics tool providing companies services to plan, imagine, and design HR landscape. Similarly, an emerging company, Workday, an on-demand (cloud-based) financial management and human capital management software vendor, provides companies with advanced technology on HRM via HR analytics too

in their product. The reasons for the speedy transformation for HRM was the availability of advanced technology as well as that increasing pressure that HRM professionals are facing, i.e. adopting the evidence-based management where by HR analytics and big data are required to be used to inform strategic decision making.

The aim of this project is to better understand how HR is managed in the age of big data. Huselid (2018) proposed a number of directions on this topic as below. The student may choose from to develop one of the research areas within this research theme. Examples ones include:

- Big data is frequently defined in terms of volume, variety, velocity, variability, veracity, and complexity. What challenges and opportunities for HR leaders and line managers are created by access to such data?

- What data do managers require to enable substantial improvements in the workforce? What associated analytics are needed to be persuasive?

- How can firms identify and prioritize their key strategic decisions about their workforce management using the existing data?

- The advent of big data has helped to create many new and novel approaches to predictive analytics in fields as disparate as healthcare, and social media. What might the field of HR learn from these advances?

- What are the most effective approaches to the design and implementation of human resource measurement systems or scorecards? How can new data visualization and reporting advances facilitate the rollout of these systems?

- How can firms identify and quantify the strategic capabilities - bundles of information, technology, and people - that facilitate the execution of firm strategy? How does the performance of the workforce - especially in strategic positions - help to enhance these capabilities within a given firm or sample of firms?

- How can firms create an infrastructure and culture to ensure that metrics and predictive analytics are being used appropriately? How might these metrics be used to help ensure managerial accountability for the workforce?

- How can we equip both HR and line managers to use data and analytics to improve the quality of workforce decision making?

About the Trinity Business School Doctoral Programme

Trinity Business School's doctoral programme focuses on educating and training outstanding postgraduate students for careers in professional business research and for academic employment in international business schools. It has achieved Eduniversal's top level 5 Palmes of Excellence. The programme attracts students with diverse backgrounds from around the world, including some who have completed a Master's degree in business or management, those who have gained practical experience at a managerial level following their undergraduate degrees, and those who work as researchers and lecturers in a university setting. We have a strong tradition of initiating doctoral students into the academic world through conferences, publication and involvement in other fora. You will be provided with supervision and resources to support your doctoral studies. Working closely with your academic supervisor you will focus on a specific research project to produce a thesis that represents a significant contribution to knowledge.

We currently have over 50 PhD students registered in the School. Our philosophy and structure means that you will be part of a small incoming class but you will also be part of a broader cohort of students who stimulate and support their fellow students. Building on Trinity's 400 year tradition of personalized, tutorial style learning, we get to know each of you intimately and help inform your academic and personal development and confidence throughout the programme. You will gain from a close, one-to-one relationship with our faculty, the opportunity to identify and resolve the individual challenges you face and a chance to discover the natural talents you possess.

New entrants and continuing students are required to follow a set of structured components which are central to the effective formation of all doctoral candidates. These components have been designed to support the routine and ongoing work involved in pursuing a programme of research leading to the award of a PhD degree. They provide in-depth learning and development opportunities tailored to meet the needs of PhD students. It is recommended that you consult the following website for full details https://www.tcd.ie/business/doctoral/.

About Trinity College Dublin and the Trinity Business School

Trinity College Dublin is Ireland's premier university. The QS World University Ranking 2014/15 rank Trinity College 1st in Ireland and 71st in the world. It is ranked 138th in the

world in the Times Higher Education Supplement (THES) World University Rankings, making it the only Irish university in the top 200. It is ranked by the Shanghai Jiao Tong University's listings as a top global 200 university.

Trinity Business School offers a wide range of undergraduate, postgraduate and MBA programmes and is ranked 1st in Ireland and 16th in Western Europe (Eduniversal Deans' Ranking 2015). It is the only Irish business school to be recognised as an Elite Global Institution in the QS World Business School Rankings.

How to apply

There are two steps to the application process.

Step 1. Initially you should email Professor Na Fu (funa@tcd.ie) with (1) an up-to-date curriculum vitae with a one-page cover letter and (2) a research proposal based on the above description (3500 ± 10% words, excluding references). In the cover letter, you need to describe how you fulfil the required criteria, your reasons for applying, and reasons for your interest in teaching. For research proposal, you could focus on one or a few research questions listed above. Please refer to the Trinity Business School website for more information on how to prepare a research proposal. Shortlisted candidates will be interviewed either in person or through a video conferencing facility.

Informal enquiries can be sent to Professor Na Fu via email (funa@tcd.ie). The deadline for this application is **Friday 15th of June 2018**.

Step 2. Satisfied candidate will be invited to apply online to the Business School Doctoral Programme. Full details are found here www.tcd.ie/business/doctoral/apply.php. For this stage you will be required to provide two academic references, academic transcripts which must be certified by the issuing body, a certified copy of degree certificate(s), a certified certificate of English Language Competency if English is not your first language and your research proposal. The deadline for this second step of the application process is the 30th June 2018.

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