THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING
DEPARTMENTAL RESEARCH SEMINAR

I-deals Employees Bargain for Themselves: Flexibility, Fairness, and HR Practice Innovation

By

Prof. Denise Rousseau
Carnegie Mellon University, USA

Date: Monday, 7 March 2011
Time: 2:30 p.m. - 4:00 p.m.
Venue: M802

All interested are welcome
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Abstract

I-deals, or idiosyncratic deals, are special arrangements employees negotiate individually with their employers. These deals go against common notions of fairness via standardization. Yet i-deals play an important but invisible role in many HR practices from flexibility to employee development. I-deals stand to benefit both workers and employers by attracting, motivating, or retaining valuable people. But they do have a downside, avoidable by applying principles based on ethics, relationship management, and HR strategy. How employees and their coworkers react to i-deals depends on what other HR benefits and treatment their employer provides. Keeping i-deals distinct from their more dysfunctional, unfair look-alikes (e.g., cronyism or favoritism) is essential to making i-deals work. Rousseau describes how i-deals can best fit into the employment menu: helping workers enjoy both personal flexibility and collective fairness, while companies optimize use of an otherwise often misunderstood HR practice.

Rousseau is the author of the award winning book I-deals: Idiosyncratic Deals Employees Bargain for Themselves (Armonk, NY: M.E. Sharpe)

Denise M. Rousseau is the H.J. Heinz II University Professor of Organizational Behavior and Public Policy at Carnegie Mellon University's H. John Heinz II School of Public Policy and Management and the Tepper School of Business. She is the faculty director of the Institute for Social Enterprise and Innovation and chair of Health Care Policy and Management and Masters in Medical Management programs. She was the 2004-2005 President of the Academy of Management and the 1998-2007 Editor-in-Chief of the Journal of Organizational Behavior. Rousseau received her A.B., M.A. and Ph.D. from the University of California at Berkeley with degrees in psychology and anthropology. She has served on panels for the Institute of Medicine, National Science Foundation and the National Institute for Education. Currently she serves on the editorial boards of five scholarly journals. She was previously on the faculty of Northwestern University's Kellogg School of Management, the University of Michigan's Department of Psychology and Institute for Social Research, and the Naval Postgraduate School at Monterey.