

**Number of ECTS credits :** 3

**Course language :** English

**Course leader :** NASCHBERGER CHRISTINE

**Speakers :** NASCHBERGER CHRISTINE , PEAN Sylvie , SFERRAZZO Roberta , SIMON Théo

### ≡ COURSE DESCRIPTION

Managing people is an important part of all managers' jobs whether they are line managers or HR specialists. Many studies state that successful people management and leadership make a difference to the performance of teams and to the achievement of strategic objectives. The course is an accessible and lively introduction to the world of human resource management (HRM), focusing on the frameworks of how people behave at work, people management strategies, and covering the basic operational areas and practices of HRM. This will be placed within the wider structural and cultural context and will be viewed mostly from the perspective of teamwork. Throughout the course we are going to discuss key topics and issues surrounding people's behavior at work and people management in organizations. Clearly linking evidence-based theory of work behavior to the practice of managing people in the work environment, this course explores core areas that include: Macro-level issues such as organizational structure and culture; group dynamics and the concept of the team, attitudes in the workplace, leading and motivating in the team context, equality and diversity in the workplace; etc.

### ≡ COURSE OBJECTIVES

Students will be able

- To acquire the knowledge and skills necessary to manage people in organizations
- To develop an understanding of the role the wider structural and cultural context plays in the shaping of behaviour at work
- To develop an understanding of the impact of attitudes in the workplace, and the importance of managing these in order to achieve organizational goals
- To develop insights of what leadership and motivation consist of
- To understand the concepts of the group and the team, and how the former can be transformed into the latter
- To understand that dynamics that explain why individuals behave differently within the group context
- To obtain a comprehensive overview of understanding the major functions and processes of HRM in a team context

### ≡ LEARNING OBJECTIVES

<b>C4B learning goal</b>	LG1 - Analysis
<b>C4B learning objective</b>	LO2 - Analyse complex situations
<b>Outcomes</b>	Lev. 3 - Support one's conclusions and issue well-reasoned recommendations
<b>C4B learning goal</b>	LG5 - Cooperation
<b>C4B learning objective</b>	LO14 - Work effectively in a team
<b>Outcomes</b>	Lev. 2 - Contribute to the development of a collective production

## ≡ TACKLED CONCEPTS

Role of Managers in Organizations; Effective Teams; Motivational Perspective and Leadership Theories in a Team Context; Managing a diversity team; Hiring New Team Members; Performance Evaluation of Team Members;

## ≡ LEARNING METHODS

Learning will be induced with the following methods: lectures, video material, in-class exercises, class discussions of assigned readings with critical thinking questions, case presentations by students and case discussions. These methods will contribute towards the development of analytical, critical, communication and presentation skills.

## ≡ EXPECTED WORK AND EVALUATION

Students need to read the course material prior coming to class. Students need to prepare presentations in groups.

## ≡ BIBLIOGRAPHY

### Sessions 1 to 6 :

- Robbins, S.P., Judge, T.A. (2015). Organizational Behaviour, 16th Edition. Pearson Education.

### Sessions 7 to 12:

- Dessler, G. (2019). Fundamentals of Human Resource Management, 5/E., Pearson Education.

- Foot, M. and Hook, C. (2011). Introducing Human Resource Management, Sixth Edition. Pearson Education.

## ≡ EVALUATION METHODS

**40 % :** Continus Assessment

**60 % :** Final Exam

## ≡ SESSIONS

**1**

### **Introduction : role of Managers – necessity of managing and leading a team**

LECTURE : 02h00

---

**2**

### **Culture & Structure: Organizations and teams as collectives**

LECTURE : 02h00

---

**3**

**Employee attitudes in the team context**

LECTURE : 02h00

---

**4**

**Motivation in team context**

LECTURE : 02h00

---

**5**

**Leading a Team**

LECTURE : 02h00

---

**6**

**Managing a diverse Team**

LECTURE : 02h00

---

**7**

**Recruiting, selecting and onboarding of team members**

LECTURE : 02h00

---

**8**

**Appraising team members performance**

LECTURE : 02h00

---

**9**

**Negotiating compensation and benefits**

LECTURE : 02h00

---

**10**

**Laying off team members**

LECTURE : 02h00

---

**11**

**Developing and managing careers of team members**

LECTURE : 02h00

---

**12**

**Developing one's career internationally**

LECTURE : 02h00

---