

Number of ECTS credits : 4

Faculty : CASTRO Jean-Luc , NASCHBERGER Christine

≡ 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 people management strategies, and covering the basic operational areas and practices of HRM. Throughout the course we are going to discuss key topics and issues surrounding people management in organizations. Clearly linking HR theory to the work environment, this course explores core areas such as HR strategy; CSR, equality and diversity management; recruitment & selection; employee appraisal; training & development and compensation & benefits.

In addition to the HRM topic, the course provides an opportunity to discover during a one day class the basics of Business Ethics, a form of applied ethics that examines ethical principles and moral or ethical problems that arise in a business environment. It applies to all aspects of business conduct and is relevant to the conduct of individual

≡ COURSE OBJECTIVES

To provide students with a critical understanding of Human Resource Management (HRM) and its changing role within business and society

- o To describe the principal functions, main tools of HRM and their applications within companies
- o To analyze HR issues and develop the ability to think about the tradeoffs involved in HR decisions.
- o To understand how business strategy, competition, labour markets, technology etc. affect HR decisions.
- o To demonstrate how HR systems support the firm's business strategy.
- o To develop team working skills
- o To become proficient in case analysis and discussion.
- o To become more sensitive to some fundamental issues in Business Ethics

≡ LEARNING GOALS

OLD02 - Analyse : Understand the company within a complex environment

OLD11 - Decide : Define and propose strategic choices

OLD23 - Federate : Communicate and convince

≡ TACKLED CONCEPTS

Strategic HRM, HRM Theories, CSR, Managing Diversity and The Business Case for Diversity, Recruitment Process, Training and Development, Reward Management, Performance Management, The Expatriate Adjustment Lifecycle, Employee Relations Issues; Ethics, Deontology, Morals, Responsibility, Ethical Leadership, Ethical Dilemma, Corporate Responsibility

≡ LEARNING METHODS

Lectures and Seminars: Lectures, Seminars, Case presentation and discussion, Class discussion, Group work

≡ ASSIGNMENTS

The classes that I have enjoyed the most are those where students actively participate, contribute their experiences, and apply the course concepts to solving problems of interest to them. My goal is to create a learning environment which balances my presentation of material and your involvement in discussion and cases. You are expected to come to class prepared to discuss the readings and cases. Regular attendance is critical and appreciated.

≡ BIBLIOGRAPHY

Textbook for HRM part: Dessler, Gary (2015). Human Resource Management, Global Edition. 14/E. Pearson Education.

Business Ethics and Values: individual, corporate and international perspectives. Fisher, Lovell, Valero-Silva, Pearson, 4th ed., 2012

≡ EVALUATION METHODS

48 % : Exam Human Resources Management

20 % : Exam Business Ethics

32 % : Continuous assessment

≡ SESSIONS

1 **An Introduction to HRM: What is HRM and why it is important?**

LECTURE : 03h00

This first session will allow us to provide a strategic overview of the key concepts and principles of each human resource function, along with their practical implications. The session examines history, current issues and trends, and also modern approaches of human resource management. We focus on the different roles of HR professionals and their implications discussing the model of Ulrich.

2 **Managing Equality & Diversity**

LECTURE : 03h00

This course draws the attention to the need of managing equality and diversity at the workplace. We are going to discuss the benefits as well as the drawbacks of a diversity management approach. A case study will help us to understand the issues of diversity management in an international context.

3 **Recruiting & Selecting Employees; Onboarding Techniques**

LECTURE : 03h00

Covers theoretical and practical issues of employee recruitment. We'll discuss the role of e-recruitment and the role of social networks in recruitment. Focus will be given to the different recruitment sources. The principle of fairness and how to ensure objectivity of the recruitment process will be handled. Key concepts, principles and practical implications of the selection function will be discussed. Focus will be given to the different selection tools, their advantages and disadvantages and their scientific foundation. On-boarding techniques will be addressed.

4 **Rewarding Employees: Compensation & Benefits**

LECTURE : 03h00

Students learn how compensation and benefits are integrated into total pay systems within organisations. The course examines the role of pay in motivating and retaining people. A focus will be given to discuss innovative tools like perks, cafeteria style benefits system and Your Total Reward (YTR) System. The Do's and Don'ts of salary negotiation will be analyzed.

5 **Appraising & Managing Employees' Performance**

LECTURE : 03h00

The session will allow students to develop theoretical but also practical skills necessary to plan, monitor, measure, motivate, and improve performance (SMART Principle). Special attention will be given to the different performance measurement tools, their advantages and disadvantages (Annual Performance Review, 360° Appraisal, Forced Ranking, Assessment Center). We are going to address the issue of how to conduct performance appraisals and the perceptual errors that might occur.

6 **Managing Training & Development and Employees' Careers**

LECTURE : 03h00

The session explores how companies organize and design their organisational learning processes. We focus on how to assess the training needs, to plan, to conduct and to assess a training module or course. Students will be able to build their individual development plans. The role, benefits and drawback of e-learning will be discussed as well. Group work will focus on training and development activities of a particular company chosen by students.

7 **International HRM**

LECTURE : 03h00

This session emphasis a practical approach to diverse problems associated with international human resource management (IRHM). The expatriation process will be discussed. With the help of a case study we will gain insight of how expatriation is managed in a multinational company.

8**Industrial Relations and Managing Employee Relations**LECTURE : 03h00

This session examines current issues in labor relations like the psychological contract and its sense in today's business world. We are going to focus on unionism, the role collective bargaining, the conduct of labor-employee relations and we'll bring in a comparative viewpoint comparing French Labor Relations with those of other countries.

9**Ethics in general**LECTURE : 03h00

This session provides a definition of ethics as a discipline that involves examining, evaluating, systematizing, defending and recommending concepts of right and wrong conduct. It studies the moral behavior in humans and how one should act. A theoretical model of moral psychology is used to show how people morally deliberate and take decisions.

10**Ethics in the work place**LECTURE : 03h00

This session examines ethical decision-making in the work place. There are many reasons why people may cross the red line and adopt immoral or even deviant behaviors in the work place. Most often they are originally sincere and honest, but they are gradually submerged by contextual factors (pressure, competition, scarce resources) that hamper their inner sense of integrity. Traits of personality can also account for deviant behaviors.