



SELF PROGRAM 2021/2022

Human Resource Management

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Course information:

Number of credits: 6 credits

Contact hours: 30 hours

Hours taught per week: 3 hours

Teaching period: Spring 2022

Prerequisites

Basic knowledge in Introduction to Management required

Course presentation

The people in any organisation are the most important source of its competitive advantage and there is a strong link between HR management strategies and organisational performance. The effective HRM has been accepted as the major factor which differentiates between successful and unsuccessful organizations and thus it is very important for the students and HR practitioners to understand the core concepts of HRM. This course in its introduction aims to cover the traditional human resources functions and the role effective HRM in achieving the organizational objectives. In the end this course aims to address the contemporary strategic HR issues with particular reference to the challenges faced by HR managers in this era of change and cut throat competition.

Course objectives:

- To describe and explain the basic and contemporary concepts of HRM.
- To offer experiential analysis through case studies to understand the challenges faced by HR managers.
- To provide insights on how to develop initiatives and programs in order to sustain competitive HR advantage in organizations.

Course description:

1: The scope of Human Resource Management

Definition of HRM

HRM in practice: policies, strategies and operations

International aspects of HR management

2: The organizational context

Organisations, cultures and perspectives

Organisational structures

Leadership in organisations

Groups and teams at work

Motivation theories

Organisational change

3: Planning the organisations' Human Resources

Human resources planning

Job evaluation

Recruitment policies and practice

Retirements, redundancies and redeployments

Personnel records and administration

4: Conditions of employment

The employment contract

Pay, benefits and incentives

Stress management and employee welfare

5: Employee learning and development

Feedback & appraisals

Personal development plan

Different approaches to learning

Assessment:

Continuous assessment [class participation + group presentation + group work (case)]: 40%

Final exam [individual work (case + questions)]: 60%

Attendance:

In order to participate, students must be present. Nevertheless, a maximum of 2 (two) unexcused absences will be allowed otherwise no mark will be given. An unexcused absence at a test (final test or continuous assessment) means no credits for the course.

Bibliography:

Black J.S. & Morisson A.J. (2019) The Global Leadership Challenge, Routledge, New York, 4th edition

Harari, Y. (2018) 21 lessons for the 21st Century, Speigel & Grau editors.

Hiatt, J.M. (2016) ADKAR, A model of change in business, government and our community, Prosci Learning center, 2nd edition.

Kotter, J.P. (2019) Leading change, Harvard Business Press, 3rd edition.

Redman, T. & Wilkinson, A. (2018) Contemporary Human Resources Management, Prentice Hall, London, 2nd edition.

Vance, C.M. & Paik, Y. (2015) Managing a global workforce, Routledge, NY, 3rd edition

Note:

Students are expected to read the case studies thoroughly and be prepared with the case studies of the respective chapters for discussion during class and final examination.