

## Human Resources Management

**ECTS : 4**

**Volume horaire : 27**

**Description du contenu de l'enseignement :**

### **Overview of Human Resources and Human Resource Management (2 sessions)**

Overview of the semester: ground rules, expectations and assignments.

An explanation of what work is and what it consists of, including the role of work within society. Overview of the relationship between employer and employee. Definition of Human Resource Management and the key areas of action and influence. Role of managerial HRM, and transformational HR, the strategic role of HR as a business partner contributing to the organization's economic success.

### **Staffing and competencies (2 sessions)**

Analysis of current competencies and forecasting future HR needs. Job descriptions; levels and forms of remuneration and retribution. Sourcing candidates (internally and externally), recruitment/selection process, administrative formalities (including employment contract), and onboarding. Termination of the employment contract. Overview of HR tools.

### **Training and Development (2 sessions)**

Talent management. Staff renewal processes and evolution of staff; training and transformational processes. The role of diversity within the workplace, cross-cultural and intergenerational considerations and managing an international team.

### **Work conditions and social relations (1 session)**

Health and safety considerations (including psycho-social risks); wellbeing in the workplace. Importance of communication, management and resolution of tension and conflicts. Disciplinary actions and sanctions. Overview of the role of employee delegates and trade unions.

### **Other areas of study (2 sessions)**

Introduction to corporate culture and values, and international HR practices. Challenges for HR in today's economic and social climate.

### **Compétence à acquérir :**

Upon completion of this course, students will understand the basic principles of HRM and the important role that HR professionals can play today within an organization. They will have the capacity to establish and implement an effective HR policy and comprehend how HR relates to other organizational functions. They will also better understand modern HR needs, and the challenges HR professionals are facing today.

The main objective of this course is to acquire a basic understanding of HRM and the necessary skills to manage people in organizations. Students will put the theory into practice through a case study.

Specific areas of focus include:

- Functional HRM: students will learn about the functional but necessary role of the HR professional. They will acquire the relevant practical skills that will enable them to establish HR procedures and overall HR approach and implement an HR policy.
- Transformational HRM: students will also learn about the more strategic function of HR within an organization, and the transverse role that HR professionals can play.
- Managerial HRM: students will study in detail the main HRM components at managerial level, and the important role managers play with regards to HRM within organizations.

**Mode de contrôle des connaissances :**

### **FINAL EXAM**

- Week 13

- Weighting: **50%**

### **3 INDIVIDUAL ASSIGNMENTS**

- Due weeks 3, 5 and 7
- Weighting: **30%**

### **GROUP PROJECT AND PRESENTATION BASED ON A CASE STUDY**

- Due week 9
- + Oral presentation
- Weighting: **20%**

More information about the three assignments and the group project will be provided during class.

The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.

**Class participation:** Active class participation – this is what makes classes lively and instructive. Come on time and prepared. Class participation is based on quality of comments, not quantity.

**Exam policy:** In the exam, students will not be allowed to bring any document (except if allowed by the lecturer). Unexcused absences from exams or failure to submit cases will result in zero grades in the calculation of numerical averages. Exams are collected at the end of examination periods.

#### **Bibliographie, lectures recommandées :**

DeCenzo, David & Robbins, Stephen. (2011) *Human Resource Management*, 10th edition, Wiley

Dejoux Cécile & Thévenet, Maurice (2012) *Talent Management*, DUNOD