Human Resource Management (HRM)

ECTS : 6

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Langue du cours : Français

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Description du contenu de l'enseignement :

The role of Human Resource Management (HRM) within organizations is evolving. Traditionally focused on administrative tasks such as payroll and compliance, HR now plays a strategic role in aligning workforce capabilities with business objectives. Today's HR professionals operate in a rapidly changing context marked by technological advances, social transformation, and new work models -- including remote work and the gig economy. The rise of AI raises crucial questions about the future of human work, while diversity, inclusion, and CSR have become key organizational priorities.
This course introduces students to the foundations of HRM and explores how people management drives performance, innovation, and sustainability. Through case studies and class discussions, students will link theory to practice and reflect on the evolving role of HR.
This course is designed to raise awareness of the critical role Human Resource Management (HRM) plays in shaping professional lives. The key target group is defined as follows:
- Future employees: Every employee engages with HR policies and practices, making understanding workplace dynamics and corporate culture essential. This knowledge is key to achieving successful professional integration and long-term career development.
- Future entrepreneurs or HR managers: These individuals play a pivotal role in shaping an organization's HR vision, designing and implementing HR policies, and assessing their impact to ensure alignment with organizational goals.
- Managers and leaders: Every team leader or manager must understand the levers available to develop and manage skills that drive individual, collective, economic, and social performance. This course is on Moodle. 1
Overview of Human Resources and Human Resource Management (2 sessions) Reading before class

- Hammonds, K.H. (2005) Why we hate HR. Fast Company; 8 (97), 40-47

Introduction and Expectations: Overview of ground rules, course expectations, and assignments.
Understanding Work: Exploration of how work shapes and is shaped by societal dynamics, including its historical evolution and the role of human capital in modern economies.
Organizational Theory and Evolution of Work: Exploration of organizational theory and how work has changed over time, including the concept of human capital.
Key Trends in International HRM: Analysis of global trends in HRM and their impact on management practices.
Definition and Scope of HRM: Definition of Human Resource Management, highlighting the key areas of action and influence within organizations.
Managers as Human Capital Optimizers: How managers can optimize their roles in managing and developing human capital. (This is a constant theme throughout the semester).
Transformational HR: Insights into the strategic role of HR as a business partner, and the relationship between HRM and organizational objectives.
2 Contd.
3
Staffing and Competencies (1-2 sessions) Reading before class:

- Polzer, J.T., Trust the Algorithm or Your Gut? Harvard Business Review, May-June 2018, 1-6
- DeNisi, A., Murphy, K. (2017). Performance Appraisal and Performance Management: 100 Years of Progress? Journal of Applied Psychology, Vol.102, No.3, 421-433

HR Strategy and Practices: Understanding the role of the HR strategy in shaping HR practices. Introduction to strategic workforce planning: analyzing current competencies and forecasting future HR needs, including succession planning.
Change Management: An overview of strategies and best practices for effectively managing organizational change.
Performance Management: Role of HRM and managers/leaders in optimizing individual and collective performance. Cultural & legal considerations in performance management. Staff review processes: evaluating staff evolution, training, and

transformational processes. Competency management as a tool for organizational growth.
Termination and Disciplinary Actions: Brief overview of the termination of employment contracts. Managing disciplinary actions and sanctions.
HR and Managerial Tools: Introduction to tools and frameworks used by HR and managers for effective people management. 4 Contd. 5
Recruitment and Talent Management (2-3 sessions) Reading before class:

- Chambers, E. G., Foulon, M., Handfield-Jones, H., Hankin, S. M., & Michaels, E. G. (1998). The war for talent. McKinsey Quarterly, 44-57.
- Amankwah-Amoah, J. (2020) Talent Management and global competition for top talent: A co-opetition-based perspective. Thunderbird International Business Review, 2020;62:343-352.
- Aguinis, H., & Glavas, A. (2012). What We Know and Don't Know About Corporate Social Responsibility. Journal of Management, 38(4), 932-968.

Recruitment Process in a Multicultural Context: Understanding the roles of HRM and managers in recruitment. Strategies for preboarding and onboarding to ensure smooth integration of new hires.
Remuneration and Retribution: Exploring levels and forms of remuneration and retribution. Cultural variances in international HRM practices related to compensation.
Talent Management: The importance of talent management for organizational success. Understanding the global talent market and its challenges. Best practices for managing and developing talent effectively.
Diversity and Inclusion: The role of diversity in the workplace and its benefits. Cross-cultural and intergenerational management strategies. DEI (Diversity, Equity, and Inclusion) considerations and creating inclusive policies. Managing an international team: overcoming challenges and leveraging strengths.
Understanding CSR: Exploring the ethical, social, and environmental dimensions of CSR initiatives. Examples of successful CSR strategies and their impact on employee engagement and brand reputation.
Introduction to ESG: Differences between CSR and ESG in scope, measurement, and implementation. The role of ESG in influencing investor decisions and regulatory compliance. 6 Contd. **Reading before class**:

- Getz, I. (2009). Liberating leadership: how the initiative-freeing radical organizational form has been successfully adopted. California Management Review, 51(4), 32-58.

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Work Conditions, Social Relations, and Leadership (2 Sessions) Reading before class

- Herzberg, F. (2003). One More Time: How Do you Motivate Employees? Harvard Business Review, Motivating People, January 2003, 87-96.

Health and Safety Considerations: Understanding workplace health and safety requirements. Addressing psycho-social risks, including stress and burnout. Strategies for promoting employee well-being in the workplace including the role of management/leadership in ensuring workplace safety.
Communication and Conflict Management: The importance of effective communication in maintaining workplace harmony. Tools and techniques for managing and resolving tension and conflicts.
Corporate Culture and Leadership Styles: Understanding the role of corporate culture in shaping employee behaviour and organizational success.
Exploring different Leadership Styles and their impact on Team Dynamics and Performance: Aligning leadership approaches with organizational values and goals.
Roles & Responsibilities in Labour Relations: Overview of employee representatives and their responsibilities. Understanding the role of trade unions in fostering constructive labour relations. 8 Contd. **Reading before class**:

- Cheese, P. (2016). Risky Business in a Volatile World, Human Resource Management International Digest, 25 (1) 2017,13-15.

9 Group Project: presentation 10 **Final Exam**

Compétences à acquérir :

By the end of this course, students will be able to: - Identify and explain the key roles and responsibilities of HR within organizations. - Distinguish between HR and managerial functions and analyze their interdependence. - Apply HR tools to attract, develop, and retain talent. - Assess HR challenges in diverse organizational contexts (MNCs, start-ups, scale-ups). - Understand and evaluate social relations and labor dynamics within organizations. - Examine how HRM supports CSR and ESG objectives.

Pré-requis obligatoires

None.

Mode de contrôle des connaissances :

The curriculum will include **compulsory reading** before each class, one group project and one individual assignment to consolidate ongoing learning. Students will be encouraged to develop their critical thinking throughout the semester.

Teaching methods: The course combines lectures, case discussions & group exercises. Students are encouraged to connect theoretical frameworks with practical applications through in-class discussions and assignments.
Students will be evaluated on their performance in**3 areas**:
FINAL EXAM
- Written Exam at the end of the semester
- Weighting: **50%**
1 INDIVIDUAL ASSIGNMENT
- Due week: dates will be communicated at the beginning of the semester
- Weighting: **20%**
GROUP ASSIGNMENT (PROJECT): REPORT AND PRESENTATION BASED ON A CASE STUDY
- Due week 9
- Weighting: **30%** (15% written report/15% oral presentation).
More information about the assignments and the final exam (including past papers) will be provided during class.
The numerical grade distribution will dictate the final grade. The passing grade for a course is 10/20.
Attendance
Attendance is mandatory. Students are expected to attend all classes, arrive on time, and stay for the entire session. Repeated absences or lateness may affect the final grade.
Class Participation
Active participation is encouraged, as it contributes to making classes more engaging and instructive. Students are expected to come prepared and contribute thoughtfully to discussions. When participation is part of the course assessment, it is evaluated based on the quality of contributions rather than their quantity.
Exam Policy
Students are not allowed to bring any materials into exams, except those explicitly authorized by the instructor. Unexcused absences from exams or failure to submit assigned cases will result in a grade of zero when calculating final averages. All exams must be submitted at the end of the examination period.
Communication and Grading
All questions or concerns regarding grading or course policies must follow the official procedures. No direct negotiation with instructors about grades or assessments is permitted. Be aware of the rules in Université Paris Dauphine about plagiarism and cheating during exams. All work turned in for this course must be your own work, or that of your own group. Working as part of a group implies that you are an active participant and fully contributed to the output produced by that group.

Bibliographie, lectures recommandées :

In English and available at the library:

- Tomal, Daniel R. & Schilling, Craig A. (2018) Human Resource Management: Optimizing Organizational Performance, 2nd edition, Rowman & Littlefield Publishers;
- DeCenzo, David & Robbins, Stephen (2011) Human Resource Management, 10th edition, Wiley;
- Dejoux, Cécile & Thévenet, Maurice (2012) Talent Management, DUNOD;
- Jackson, Terence Hugh (2002), International HRM: A Cross-Cultural Approach, Sage Publications Ltd.

Available online for purchase:

- Schmidt, Lars (2021) Redefining HR: Transforming People Teams to Drive Business Performance. Kogan Page Limited.

Sonia Thomas is a certified executive and team coach specializing in interculturality, leadership posture development, career progression, and well-being. She teaches Human Resource Management at Dauphine University Paris-PSL and several French business schools, while also advising business leaders through the Innovation & Entrepreneurship Executive Master's program at HEC Paris.
With decades of experience in senior leadership roles, including as COO of UFI, the Global Association of the Exhibition Industry, Sonia has honed her expertise in organizational strategy and human capital management. Earlier in her career, she served as HR Manager at an international law firm in Paris, where she played a pivotal role in the successful merger of a French and an American firm.
Passionate about creating inclusive and high-performing workplaces, Sonia blends academic insight with practical experience to coach leaders, develop talent, and drive cultural transformation. She holds a University Diploma in team coaching from Dauphine (majored top of the class) and a certification in Inclusive Leadership through Behavioural Studies from the London School of Economics, as well as a BA Hons in Hospitality Management.
As Vice-President of Women in Exhibitions International, Sonia leads initiatives and research that advance diversity and equity in the workplace. A sought-after speaker at events and conferences, she brings a wealth of knowledge and inspiration to her audiences.
Originally from Northern Ireland, Sonia is bilingual in French and English.