

GRH2M

2014 - 2015

Master [120] in Human Resources Management

At Louvain-la-Neuve - 120 credits - 2 years - Day schedule - In frenchDissertation/Graduation Project : **YES** - Internship : **YES**Activities in English: **NO** - Activities in other languages : **NO**Activities on other sites : **NO**Organized by: **Faculté des sciences économiques, sociales, politiques et de communication (ESPO)**Programme code: **grh2m** - European Qualifications Framework (EQF): 7**Table of contents**

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GRH2M - Introduction

Introduction

GRH2M - Teaching profile

Learning outcomes

Students graduating from the Master 120 in Human Resources Management programme are working towards becoming socially responsible professionals with a cross-functional approach to occupations in human resources management and, above all, men and women able to develop policies aiming to promote individuals through employment, thereby meeting a major challenge facing our societies.

The Institute of Labour Sciences, a School of the Faculty of Economic, Social and Political Sciences and Communication (ESPO), in collaboration with the Louvain School of Management and the Faculty of Psychology and Educational Sciences, wants to train university graduates who have developed the cross-functional skills and expertise required for the practice of HRM occupations, with critical detachment and in a socially responsible manner, in private or public, national or international organisations.

Through multidisciplinary training, drawing on the fields of labour, management, psychology and public management sciences, Master 120 in Human Resources Management graduates will:

- have command of a broad base of scientific knowledge and skills enabling them to understand the diverse discipline of human resources management;
- have developed a multidisciplinary attitude to human resources management issues, incorporating a robust and appropriate methodological and empirical approach;
- have developed a robust and pertinent approach to analysis and intervention with regard to real-life HRM situations/issues, while demonstrating adaptability;
- be capable of developing an international understanding of human and social labour issues;
- have developed managerial skills in the field of organisation and human resources;
- be able to devise and lead a project related to all aspects of HRM and work in close collaboration with specialists performing other duties within the organisation;
- be able to combine theory and professional experience and analyse professional practices.

As a result, on completion of this programme and via a work placement in a company and a foreign exchange (the latter being optional), the graduates will have developed the skills and know-how enabling them to:

- implement socially responsible human resources management practices in public or private organisations to suit the institutional context;
- address a wide variety of human resources management problems, taking account of various economic, social and political contexts;
- develop policies aimed at promoting individuals through employment, demonstrating critical detachment with regard to the tools and methods used in HRM and their objectives.

On successful completion of this programme, each student is able to :

AA1. Master and utilise theoretical knowledge in the disciplines of management, psychology, public management, law and collective labour relations in order to operate as a human resources management specialist.

AA1.1. Assess the main epistemological trends in human sciences.

AA1.2. Master and utilise, in an in-depth and critical manner, comprehensive knowledge and (specialist) theoretical models in the field of human resources management through different disciplines: management, public management, psychology, law and collective labour relations.

AA1.3. Demonstrate comprehensive knowledge of human resources management issues in both public and private enterprises, placing them in their organisational and institutional context.

AA2. Problematiser and analyse, using a disciplinary and multidisciplinary approach, complex human resources management situations.

AA2.1. Understand the complexity of an HRM situation, placing it in its organisational and institutional context and identifying its issues and the actors concerned.

AA2.2. Problematiser a complex HRM situation, constructing a pertinent line of questioning and identifying appropriate disciplinary approach(-es) for analysis and consideration.

AA2.3. Conduct a robust analysis, using a disciplinary and multidisciplinary approach (using various analytical perspectives), of a complex HRM situation, taking account of the context, issues and stakeholders involved.

AA2.4. Understand and analyse, using theoretical foundations and critical detachment, the developments in practice and discussion concerning human resources management.

AA2.5. In different contexts, use knowledge and skills related to the field of human resources management in a pertinent manner, taking account of the unique features of these contexts.

AA3. Develop and implement a robust (science-based) methodological and empirical approach to support the in-depth analysis of a human resources management issue, using a disciplinary and multidisciplinary approach.

- AA3.1. Define an issue in the field of human resources management.
- AA3.2. Report on existing knowledge relating to this issue.
- AA3.3. Read and understand, in a critical manner, the scientific literature (especially in English) in the field of human resources management.
- AA3.4. Construct a robust and pertinent methodological and empirical approach, combining different disciplines, to the issue raised.
- AA3.5. Collect and select, using suitable tools, pertinent quantitative and qualitative empirical data relating to the issue raised and the predefined methodological approach.
- AA3.6. Exploit and analyse these data from various analytical perspectives, using robust and appropriate methods.
- AA3.7. Interpret the results and demonstrate an ability to summarise in order to form well-founded theoretical and practical conclusions.
- AA3.8. Help to increase existing knowledge regarding human resources management.

AA4. Construct a critical science-based evaluation of the professional problems and practices of human resources management.

- AA4.1. Link human resources management questions to theoretical knowledge, disciplinary analytical frameworks in human sciences and societal issues.
- AA4.2. Critically analyse professional practices from a disciplinary or multidisciplinary perspective.
- AA4.3. Conduct a robust critical analysis of human resources management situations, taking account of the constraints and opportunities specific to this field.

AA5. Acquire and develop the skills required to formulate and implement practical, contextualised and innovative solutions within the framework of the development of projects related to human resources management.

- AA5.1. Resolve real-life complex problems related to human resources management, demonstrating rigour and awareness of the importance of an implementation strategy, drawing on various disciplines (management, psychology, law and collective labour relations, public management, etc.) and developing innovative strategies if necessary.
- AA5.2. Define the objectives to be achieved with regard to specific mechanisms/arrangements and/or problematic situations, then define the consequent actions to be taken, implement them according to each specific context and objective, evaluate their effects and adapt them if necessary.
- AA5.3. Contribute to a momentum for change within companies and adapt to new situations.

AA6. Promote individuals through employment.

- AA6.1. Be aware of the human dimension underlying employment and worker management practices.
- AA6.2. Adopt a humanist vision of labour and employment into their thinking and see that this is materialised in their actions, promoting mutual respect in labour and employment relations.

AA7. Communicate, interact, collaborate and negotiate effectively and constructively with the various stakeholders.

- AA7.1. Communicate verbally and in writing on complex HRM situations / subjects in a correct, structured and well-argued manner in line with the communication standards specific to the context and adapting the communication (content and form) to the target audience (including partners and other stakeholders involved in professional HRM practices) and the intended purpose.
- AA7.2. Communicate articulately in Dutch or English, verbally and in writing, in a clear, coherent and well-argued manner on general matters or issues relating to the field of political sciences. (Level B2 of the Common European Framework of Reference).
- AA7.3. Establish useful links with the different networks of stakeholders.
- AA7.4. Demonstrate the ability to listen, communicate and interact respectfully and constructively with the different stakeholders.
- AA7.5. Debate, persuade and negotiate, in an appropriate, pertinent and constructive manner, with the various stakeholders (workers, workers' representatives, management, shareholders, institutions and associations).
- AA7.6. Integrate and work effectively and responsibly within a team and network effectively with other agencies involved in a given situation.

AA8. Act as an academic pursuing a socially responsible HRM practice, committed to continuous development.

- AA8.1. Embark on a socio-professional career applying a well-founded academic approach (from a theoretical and methodological perspective) characterised by an analytical and critical approach.
- AA8.2. Combine an analytical approach and professional experience with a commitment to learning and the continuous development of the skills and personal & professional qualities required to be able to operate as a socially responsible HR management practitioner.
- AA8.3. Refine their own concepts and values and compare them with those of others by means of constructive dialogue in order to generate original ideas.
- AA8.4. Work, make decisions and act independently and responsibly with regard to the framework, the work context and other people.
- AA8.5. Be aware of their societal and civic responsibilities.

AA8.6. Act independently, with responsibility for analysing, creating and applying policies and change processes.

AA.Option-eu. If they choose the European Approaches (MEST) option, students will gain expertise in the field of HRM in Europe, and specifically in the understanding and analysis, using a robust comparative approach, of the specific characteristics of labour and employment in a European context.

AA.Option-eu.1. Demonstrate detailed knowledge of the specific characteristics and explanatory variables (cultural, political and economic) of the political systems and labour relations in European Union countries.

AA.Option-eu.2. Master a comparative approach, understand its requirements and apply it robustly to the analysis of issues related to labour and human resources management in various EU countries.

AA.Option-eu.3. Identify, understand and analyse the interactions between the European and national dimensions.

AA.Option-grhoi. If they choose the Human Resources Management, Organisation and Institutions option, students will broaden their expertise in the field of HRM (public organisations; HRM and strategic and operational choices for the company/institution; organisational behaviour).

AA.Option-grhoi.1. Demonstrate knowledge of and analyse the functioning of public organisations and/or the cycle of a public policy.

AA.Option-grhoi.2. Situate and analyse the strategic human resources management policy of a company/institution in terms of its strategic and operational directions.

AA.Option-grhoi.3. Demonstrate in-depth knowledge of organisational behaviour and/or group dynamics.

Programme structure

The programme is made up of 120 credits and includes:

â€¢ A major of 60 credits that comprises courses, an internship of at least 40 work-days and a final paper related to the internship;

â€¢ The specialization, which mainly contains advanced courses on human resource management;

â€¢ One option to be chosen among two: either â€“European trackâ€™ or â€“Human resource management, organization and institutionsâ€™.

Whatever the focus or the options chosen, the programme of this master shall totalize 120 credits, spread over two years of studies each of 60 credits.

[> Tronc commun](#) [en-prog-2014-grh2m-lgrh200t.html]

[> Professional focus](#) [en-prog-2014-grh2m-lgrh200s]

Options courses

[> Option: Gestion des ressources humaines, organisation et institutions](#) [en-prog-2014-grh2m-lgrh900o.html]

[> Option: Approches européennes \(MEST\).](#) [en-prog-2014-grh2m-lgrh901o.html]

GRH2M Detailed programme

Programme by subject

CORE COURSES [60.0]

○ Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

Year

1 2

○ Stage et mémoire (27 credits)

○ LGRH2900A	Mémoire	N.		2 Credits		x	
○ LGRH2900B	Mémoire	N.		20 Credits			x
○ LGRH2910	Stage	N.		5 Credits	△		x

○ Cours (30 credits)

○ LLSMS2070	Organizational Diagnostic (in French)	Evelyne Léonard, Anne Rousseau (compensates Evelyne Léonard)	30h	5 Credits	1q	x	
○ LLSMS2072	Clinical Sociology of work (in French)	Thomas Périlleux	30h	5 Credits	1q		x
○ LPSYM2312	Personnel psychology: evaluation and development of competences	Nathalie Delobbe, Michaël Dubois	60h	5 Credits	1q	x	
○ LPSYM2331	Psychology of intergroups relations: stereotypes, prejudice and discrimination	Stéphanie Demoulin, Vincent Yzerbyt	60h	5 Credits	1q	x	
○ LTRAV2010	Research methods in labour science	Patricia Vendramin	30h	5 Credits	1q	x	
○ LTRAV2210	Labour law	Marco Rocca, Jacques Van Drooghenbroeck	30h	5 Credits	1q	x	

○ Cours de langue (3 credits)

Les étudiants sont tenus d'assister lors de la première semaine de l'année à une séance de présentation des cours de néerlandais et/ou d'anglais (selon leur choix) afin de préciser les questions d'horaire, de niveau prérequis, etc. (voir l'annonce des séances de présentation sur les pages de l'Institut des langues vivantes www.uclouvain.be/ilv). Un parmi :

⊗ LNEER2500	Professional development seminar: Dutch - intermediate level	Isabelle Demeulenaere (coord.), Mariken Smit	30h	3 Credits	1 ou 2q	x	
⊗ LNEER2600	Professional development seminar: Dutch - upper-intermediate level	Isabelle Demeulenaere, Marie- Laurence Lambrecht	30h	3 Credits	1 ou 2q	x	
⊗ LNEER2602	Seminar of professional integration: Dutch - advanced level	Isabelle Demeulenaere (coord.), Mariken Smit	30h	3 Credits			x
⊗ LANGL2600	Entry to professional life : English	Lutgarde Schrijvers	30h	3 Credits	1q	x	

PROFESSIONAL FOCUS [30.0]

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
⊗ LLSMS2074	Contemporary Issues in Human Resources (in French)	Farid Ben Hassel, null SOMEBODY, Laurent Taskin	30h	5 Credits	1q		x
⊗ LPSYM2311	Psychology of behavioral change: Consumption, health and decision making	Olivier Corneille, Gordy Pleyers	45h+15h	5 Credits	1q		x
⊗ LPSYM2332	Work and well-being: psychosocial dimensions	Donatienne Desmette, Ginette Herman	60h	5 Credits	2q		x
⊗ LSPRI2035	Public Management: Human Ressources	Christian de Visscher	30h	5 Credits	2q		x
⊗ LSPRI2040	Public Management: Stategies, Organization and Management Control	Christian de Visscher	30h	5 Credits	1q		x
⊗ LTRAV2030	The law and practice of collective labour relations	Filip Dorsemont, Sophie Du Bled	45h	5 Credits	2q		x
⊗ LTRAV2640	Bargaining theory and practice	Stéphanie Demoulin	25h	5 Credits	1q		x
⊗ LTRAV2650	Aspects salariaux du travail	Bauduin Auquier, Luc Denayer	30h	5 Credits	2q		x

OPTIONS [30.0]

- > Option: [Gestion des ressources humaines, organisation et institutions](#) [en-prog-2014-grh2m-lgrh900o]
 > Option: [Approches européennes \(MEST\)](#). [en-prog-2014-grh2m-lgrh901o]

OPTION: GESTION DES RESSOURCES HUMAINES, ORGANISATION ET INSTITUTIONS [30.0]

L'option gestion des ressources humaines, organisation et institutions permet d'approfondir les questions de gestion des ressources humaines tout en les situant dans leur environnement organisationnel et institutionnel.

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊙ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
⊗ LLSMF2004	Advanced Human Resources Management (in French)	Michaël Dubois, Evelyne Léonard	30h	5 Credits	2q	x	
⊗ LLSMS2073	Human Resources Strategic Management (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	
⊗ LLSMS2075	Awareness of group dynamics (in French)	Patrice Gobert, Pierre Meurens	30h	5 Credits	2q	x	
⊗ LSPRI2000	Public Policy Analysis	David Aubin	30h	5 Credits	2q	x	
⊗ LSPRI2015	Public Organization Law	Philippe Bouvier	30h	5 Credits	1q	x	
⊗ LTRAV2610	Business economics	Nicolas Neysen	30h	5 Credits	2q	x	

⊗ Comportement organisationnel

1 parmi :

⊗ LLSMS2071	Organizational Behaviour (in French)	Nathalie Delobbe	30h	5 Credits	2q	x	
⊗ LPSYM2341	Organizational behavior	Julie Camerman, Florence Stinghamer	60h	5 Credits	1q	x	

OPTION: APPROCHES EUROPÉENNES (MEST). [30.0]

L'option "Approches européennes (MEST) vise au développement des capacités de comparaison entre pays et à la compréhension de la dimension européenne.

Elle est organisée conjointement par les partenaires du réseau MEST et conduit à l'obtention du certificat de « master européen en sciences du travail ».

● Mandatory

△ Courses not taught during 2014-2015

⊕ Periodic courses taught during 2014-2015

⊗ Optional

⊖ Periodic courses not taught during 2014-2015

‡ Two years course

Click on the course title to see detailed informations (objectives, methods, evaluation...)

						Year	
						1	2
● LLSMS2063	Industrial Relations in Europe (in English)	Maria Jepsen (compensates Evelyne Léonard), Evelyne Léonard , Philippe Pochet (compensates Evelyne Léonard)	30h	5 Credits	2q	x	
● LTRAV2700	Contextual factors of work in Europe	Evelyne Léonard , Emmanuelle Perin (compensates Evelyne Léonard)	15h	5 Credits	1q	x	
● LTRAV2710	Comparative training and employment systems	Gérard Valenduc , Béatrice Van Haeperen (coord.)	45h	5 Credits	2q	x	
● LTRAV2720	Comparative social protection systems	Yannick Vanderborght , Pascale Vielle	45h	5 Credits	2q	x	
● LTRAV2730	Comparative systems of salaries and human resource management	Evelyne Léonard , Philippe Meysman , Emmanuelle Perin (compensates Evelyne Léonard)	30h	5 Credits	2q	x	
● LTRAV2740	Comparative industrial relations systems	Filip Dorssemont , Anne Dufresne (compensates Marc Zune), Marc Zune (coord.)	45h	5 Credits	2q	x	

GRH2M - Information

Admission

General and specific admission requirements for this program must be satisfied at the time of enrolling at the university..

According to the admission regulations, students must submit a request for admission before official enrolment. This is examined by the academic coordinator together with the management committee.

- [University Bachelors](#)
- [Non university Bachelors](#)
- [Holders of a 2nd cycle University degree](#)
- [Holders of a non-University 2nd cycle degree](#)
- [Adults taking up their university training](#)
- [Personalized access](#)

University Bachelors

Diploma	Special Requirements	Access	Remarks
UCL Bachelors			
Bachelor in Human and Social Sciences [180.0] Bachelor in Economics and Management [180.0] Bachelor in Business Engineering [180.0]		Direct access	
		On the file: direct access or access with additional training	
Others Bachelors of the French speaking Community of Belgium			
		Direct access	
Bachelors of the Dutch speaking Community of Belgium			
		Direct access	
Foreign Bachelors			
		Direct access	

Non university Bachelors

Diploma	Access	Remarks
> Find out more about links to the university		
> BA - assistant(e) en psychologie option psycho du travail et orientation professionnelle > BA - assistant(e) social(e) > BA - conseiller(ère) social(e) > BA en gestion des ressources humaines	Accès au master moyennant réussite d'une année préparatoire de max. 60 crédits	Type court

Holders of a 2nd cycle University degree

Diploma	Special Requirements	Access	Remarks
"Licenciés"			

Direct access

Masters

Direct access

—
 Holders of a non-University 2nd cycle degree**Diploma****Access****Remarks**> Find out more about [links](#) to the university**—**
Adults taking up their university training> See the website [Valorisation des acquis de l'expérience](#)

It is possible to gain admission to all masters courses via the validation of professional experience procedure.

Entry to all Masters (with the exception of Advanced Masters) can be gained through the special procedure for accrediting prior learning and experience known as VAE (validation des acquis de l'expérience).

—
Personalized access

Reminder : all Masters (apart from Advanced Masters) are also accessible on file.

Entry to all Masters (with the exception of Advanced Masters) can also be gained on submission of a special personal file.

—
Admission and Enrolment Procedures for general registration

Specific procedures :

According to the admission regulations, students must submit a request for admission before official enrolment. This is examined by the academic coordinator together with the management committee.

Teaching method

The programme offered is multidisciplinary, combining input from management, psychology, public management, law and collective labour relations.

The teaching approaches used on the Master's programme are directly linked to the skills required by future HR management professionals: skills in listening and summarising, interpreting an organisational reality, teamwork, verbal and written expression, independence and accountability. To this end, the methods combine:

- classes and conferences;
- situational simulations and practical cases;
- teamwork;
- exchange of experiences with professionals, in particular through the intermediary of the Chair of Human Resources Management;
- adaptation and openness to a multicultural environment, through a foreign exchange;
- experience in professional practice via a work placement, associated with the analysis in the thesis.

Evaluation

The evaluation methods comply with the [regulations concerning studies and exams](#). More detailed explanation of the modalities specific to each learning unit are available on their description sheets under the heading "Learning outcomes evaluation method".

The different kinds of assessment used reflect the aims of the teaching in that they are designed both to judge students' ability to analyse and express themselves and work in a team, for example, as well as their capacity to understand and use relevant scientific literature to analyse a given subject: individual and group work, oral presentations both individually and in groups, written and oral examinations, and individual research combined with analysis of a particular area in the final thesis.

Mobility and/or Internationalisation outlook

International outlook (for UCL students) – The option "Human resource management, organization and institutions" includes an exchange programme lasting one semester, during the first year of the master, in one of these foreign institutions: Ecole des Relations Industrielles at the Université de Montréal; Ecole des Relations Industrielles at Université Laval, Québec; Universidad de Sevilla in Spain; Université catholique d'Angers, in France.

Students who choose the "European option" will participate in the exchange programme co-organised by 13 partner institutions in the European Union: Universität Trier, Germany; Universität Bremen, Germany; Universitat Autònoma de Barcelona, Spain; Université des Sciences Sociales de Toulouse, France; University College Dublin, Ireland; Università degli Studi di Firenze, Italy; Università degli Studi di Milano, Italy; Universiteit van Amsterdam, the Netherlands; Instituto Superior de Ciências do Trabalho e da Empresa, Portugal; London School of Economics, Britain; Warwick University, Britain; University of Ljubljana, Slovenia. In this option, the exchange programme takes place in the second semester of the first year. The content is similar for all partners of this European network, in order to favour student mobility across the network. The content focuses on comparative approaches of labour and human resource management. The option and the mobility that it implies provide students with a certificate of "European master in labour studies", on top of the degree awarded for the entire master programme.

- International appeal (for non-residents) – The programme provides multidisciplinary training combined with an exchange programme and an internship. The main teaching language is French; if a student chooses to do an exchange programme abroad, the teaching language during the exchange programme is the one of the host institution. The internship may be done in a language other than French. The same can apply to the final thesis, as long as the details are agreed with the Institute of Labour Sciences and the academic supervisor.

Possible trainings at the end of the programme

- Advanced Masters : none
- Doctoral programmes : doctoral school in management science ; doctoral school in political and social science

Certificates

None currently awarded.

Contacts

Curriculum Managment

Entite de la structure TRAV

Acronyme	TRAV
Dénomination	Ecole des Sciences du travail
Adresse	Place des Doyens, 1 bte L2.01.04 1348 Louvain-la-Neuve Tél 010472063 ; 010473921 - Fax 010 47 39 14
Site web	https://www.uclouvain.be/trav.html
Secteur	Secteur des sciences humaines (SSH)
Faculté	Faculté des sciences économiques, sociales, politiques et de communication (ESPO)
Commission de programme	Ecole des Sciences du travail (TRAV)

Academic Supervisor : [Laurent Taskin](#)

Jury

Président du Jury : **Pierre Reman**
Secrétaire du Jury : **Bernard Nyssen**

Usefull Contacts

Responsable administrative et conseillère aux études : **Anne-Françoise Bray**
Informations aux étudiants : **Géraldine Dupont**
Informations aux étudiants : **Françoise Ledant**
Informations aux étudiants : **Annick Bacq**

