LLSMS2104

2013-2014

Advanced Human Resource Management (in English)

5.0 credits	30.0 h	1q

Teacher(s) :	Aust-Gronarz Ina ;
Language :	Anglais
Place of the course	Louvain-la-Neuve
Prerequisites :	The participants of the course should have a basic knowledge of HRM to build on. If the student does not have this basic knowledge, this will require from the participant extra individual readings. Support on finding references can be provided.
Main themes :	The course intends to develop the student capacity to understand and analyse challenges that organisations and human resource management currently face in a fast-changing global context and to explore options on how to deal with these. However, it is also the intention of the course to sensitise the master student to be interested in self-development as well as in the development of peers by taking the initiative to create common and mutual learning opportunities to advance personal skills and competences on the topic.
Aims :	At the end of the course, students will be able to: -- Identify and understand human resource sub-functions. -- Analyse HR organisational challenges the human resource functions face in large companies. -- Examine and evaluate different scenarios for the organization of HR functions in practice, with a view to propose decisions for the organization of the HR functions. -- Adopt a critical point of view on the literature, on the one hand, and on managerial decisions, on the other. -- Present an analysis in a clear, rigorous and stimulating way, and interact positively with others in groups but also in the classroom. The final aim is to develop practitioners who are capable of using academic knowledge to analyse and understand HR problem-solving situations and who are capable of influencing change in the organization of the HR functions within their respective organisations towards sustainable and/or responsible organisations. *The contribution of this Teaching Unit to the development and command of the skills and learning outcomes of the programme(s) can be accessed at the end of this sheet, in the section entitled "Programmes/courses offering this Teaching Unit".*

Evaluation methods :	Assessment The evaluation is divided in two parts: - Preparations and presentations in groups of 8 in the classroom and submission of two group papers of maximum 2000 words each i.e. max. 4000 words for both parts (excluding references, appendices) in English during the semester (50%; 10/20); - Individual final paper of maximum 1500 words, in English. In the individual essay, each student develops his or her synthesis of the course, using the literature and material examined throughout the course (50%; 10/20). The assessment criteria will be based the following: - Accuracy: o Does the presentation or the paper cover the problem/topic and questions raised? - Structure and coherence: o Is there a fly leaf presenting the title of the paper/presentation, first and last names of all students, contact details (mail, phone) for each student and the number of words of the paper? o Is there an introduction presenting content? Does this introduction contain the analysis of the situation and state of art on the topic, the identification of the key problem, the goal(s) and structure of the paper/presentation? o Does the development correspond to the introduction? o Is the structure logical and coherent? o Is the conclusion coherent with the introduction and the development? o Is there a list of bibliographic references and if applicable for the papers a list of figures/tables and appendices? - Quality of the analysis: o Are the answers given clearly and precise? o Are concepts defined precisely? o Are the main concepts identified and used appropriately? o Are assumptions and decisions justified with data or with the literature? o Is the analysis within the sections of the paper/presentation logical and coherent? o Are the results/solution of the analysis clearly presented? o Is there a personal input? - Form: o Are references mentioned systematically and correctly? o Is the style clear and attractive? o Is the spelling and grammar correct? o Are figures, tables and appendices mentioned systematically and correctly?
Teaching methods :	Pedagogical tools and method The student is understood as an independent learner and the forms of work used in the course allow self-development and require the student's self-organisation. The following means will be applied in this course: 1. Interactive coursesand direct contact with guest speakers from a Belgian company specialised in recruitment and selection. 2. Teamwork, readings and creation of a presentation and a group paper in several steps; the first part of the group paper (part I) will be a summary and literature synopsis of the HR function chosen and pointing out the links of this HR function to the overall HR system. In addition, this first paper will cover a problem-solving situation in an HR function based on a case. 3. The second part of the group paper (part II) will be on one the contemporary theme. The overall role of the contemporary theme this year will be 'The role of HRM in building sustainable and responsible organizations'. Sub-themes to choose from will be proposed in October. 4. The presentation will be based on part I and II of the group paper. 5. Individual readings(compulsory and voluntary readings) and writing of an individual paper. It is the objective of the individual paper to show that the students have gained a fundamental understanding of HRM beyond the special HR function and topic that they have been working on in groups. The individual paper also allows the students to express opinions that are different from those presented in the group work. Each part of the course associates readings, cases, group work, group presentations and discussions. Therefore, the course requires all students' active participation. Each student has to prepare cases and read articles and book chapters.
Content :	The course focuses on organizing human resource functions in large companies in a globalised world. The approach is cross-national, with the analysis of challenges related to multinational global activities and international developments. The general theme is divided in two sub-topics: - Understanding human resource functions in the company (part 1). - Contemporary theme: The role of HRM in creating sustainable and responsible organisations (part 2). The content of the course will include the following Part 1: - Introduction to the course - Strategy and HRM - HR Philosophy and policy - Planning, recruitment and selection - Training and development - Reward management and performance appraisal Part 2: - Organisational change and HRM (e.g. towards a sustainable and/or responsible organisation) - Employment ethics and employee relations - Sustainable HRM (e.g. work-life-balance, health)

Bibliography :	The readings for this course stem from the following sources: Beardwell, J. & mp; Claydon, T. (2010) Human resource management: A Contemporary Approach, Harlow: Prentice Hall, 6th edition. Gomez-Mejia, L. R., Balkin, D. B. & mp; Cardy, R. L. (2010) Managing human resources. Boston: Pearson, Global Edition. Mondy, R. W. & mp; Mondy, J. B. (2012) Human resource management, Global Edition, Boston: Prentice Hall, 11th edition. Redman, T. & mp; Wilkinson, A. (2009) Contemporary Human Resource Management. London: Prentice Hall, 3rd edition. Storey, J. (ed.) (2007) Human resource management: A Critical Text. London: Thompson, 3rd edition. Torrington, D., Hall, L, Taylor, S. & mp; Atkinson, C. (2011) Human resource management, London: Prentice Hall, 8th edition. Compulsory readings for all students: Caldwell, R. & mp; Storey, J. (2007) 'The HR function: integration or fragmentation?' in: Storey, J. (ed.) Human resource management, A critical text, London: Thompson, 3rd edition, pp. 21-38. Gomez-Mejia, L. R., Balkin, D. B. & mp; Cardy, R. L. (2010) 'Meeting present and emerging strategic human resource challenges' in: Gomez-Mejia, L. R., Balkin, D. B. & mp; R.L. Cardy (2010) Managing human resources. Boston: Pearson, Global Edition, pp. 29-75. McCormack, A. & mp; D. Scholarios (2009) 'Recruitment' in: Redman, T. & mp; A. Wilkinson, Contemporary Human Resource Management. London: Prentice Hall, 3rd edition, pp. 64-88. (Please prepare this text for 24/10!) Mondy, R. W. & mp; Mondy, J. B. (2012) 'Strategic human resource management: an overview' in: Mondy, R. W. & mp; J. B. Mondy Human resource management, Global Edition, Boston: Prentice Hall, 11th edition, pp. 29-47. Mondy, R. W. & mp; Mondy, J. B. (2012) 'Business Ethics and Corporate Social Responsibility' in: Mondy, R. W. & mp; J. B. Mondy Human resource management, Global Edition, Boston: Prentice Hall, 11th edition, pp. 48-69. Redman, T. & mp; Wilkinson, A. (2009) 'Human Resource Management: A contemporary perspective' in: Redman, T. & mp; A. Wilkinson, Contemporary Human Resource Management. London: Prentice Hall, 3rd edition, pp. 2-17. A separate list of readings will be provided for every HR function/group. One recommendation for all groups: In order to write up your papers, please also check out one of the chapters from the other groups.
Cycle and year of study :	> Master [120] in Business engineering > Master [120] in Business Engineering > Master [120] in Management
Faculty or entity in charge:	CLSM