Course description and objectives

The underlying premise of this course is that Human Resources Management (HRM) is a key source of competitive advantage for firms and that the responsibility is shared by both HR specialists and managers. Through three complementary lenses (Functional HRM, Transformational HRM, and HRM for managers), we will examine numerous challenges facing today’s firms (e.g. pressure for productivity, changes in employees expectations) and the need to adapt HR practices accordingly. From a practical standpoint, this course also aims at providing the basic knowledge and skills necessary to manage people in organizations. It has both a theoretical and a practical ambition.

This course aims at familiarizing students to HRM through three complementary lenses:

- Develop a critical analysis of the main HR activities by understanding their challenges and processes (Functional HRM)
- Apprehend the new challenges and trends in HRM (Transformational HRM)
- Understand key HR concepts which impact teamwork (HRM for managers)

Prerequisites

None

Learning outcomes

Upon completion of this course, students will have gained practical knowledge about the importance of integrating HR policies into other areas of business management in order to improve organizational performance. They will be able to diagnose an organisation’s HR needs, to determine the main dimensions of a HR policy and to execute an action plan by mobilising the right tools. Through the examination of current theory, students will be equipped with a foundational understanding of how the management of Human Resources relates to other organizational functions. Students will put this knowledge into practice and in perspective through the consulting reporting assignment, which consists in a systematic analysis of an HR policy.
Assignments and grading

Students will be evaluated on their performance in 4 areas:

FINAL EXAM
- Week 13
- Weighting: 50%

GROUP REPORT
- Due: week 11
- Oral presentation: week 12
- Weighting: 25%
- Formatting requirements: 30 pages; Times New Roman; 12 points; 1,5 spacing; 2,5cm page margins on all four edges.

CLASS PRESENTATION (CPres)*
- Due: week 5 for Cpres #1 or week 8 for Cpres #2
- Oral presentation: week 6 or week 9
- Weighting: 20%

CASE STUDY (CS)*
- Due: week 6 for CS #1 or week 9 for CS #2
- Weighting: 5%

*You only need to do one Class Presentation and one Case Study. If you decide to do Class Presentation #1 you will have to do Case Study #2 and, conversely, if you do Class Presentation #2 you will have to do Case Study #1.

More information about the assignments will be discussed during class. Descriptions of Group Report and Class Presentation will be the object of a document explaining exactly what is expected from you.

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.
# Course structure

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
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| 1       | Introduction to HRM  
+ Tutorial 1: Introduction to the semester |
| 2       | Attract and Reward  
Recruitment and selection of candidates;  
Compensation and Benefits. |
| 3       | Retain and develop  
Career management and Training  
Strategic HRM (1/2)  
Align HR practices with business strategy;  
HRM best practices;  
High Performance Work Systems. |
| 4       | Strategic HRM (2/2)  
+ Tutorial 2: Validation of the Group Report’s problematic and field |
| 5       | New generations, New types of work  
Organisations & Management evolution; Managing in new types of organisations;  
Intergenerational management; commitment |
| 6       | Managing the individual and the group  
Competencies needs and development;  
Individualizing personal development: coaching, mentoring, tutoring;  
Graduates programs and career management  
+ Tutorial 3: Case Study and Class Presentation #1 |
| 7       | Managing people in a global and diverse world  
Organisation of a MNC and impacts on IHRM;  
Challenges of cross-cultural management; Diversity Management. |
| 8       | The manager: a HR like any other  
Does a manager have HR functions?  
Manager’s HR toolbox: Recruiting  
How can the manager know who s/he needs and how to recruit?  
Manager’s HR toolbox: Assessing  
How can the manager properly evaluate her/his co-workers and define their goals?  
+ Tutorial 4: Case Study and Class Presentation #2 |
| 9       | Manager’s HR toolbox: Managing on an everyday basis  
Ensuring employees’ physical and psychological well-being;  
Managing challenging employees and work conflicts.  
Organizational justice and motivation;  
Performance management processes and methods;  
The importance of feedback.  
Meet-up with a HR actor  
+Tutorial 5: Interactive Case: In the shoes of an HR manager |
| 10      | +Tutorial 6: Group Report Presentation |
| 11      | Final Exam |
Bibliography

In English and available at the library:

In French, to deepen your knowledges about HRM from a French point of view:

MyCourse
This course is on MyCourse: Yes

Academic integrity
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.

Academic calendar