

## COURSE SYLLABUS



### HUMAN RESOURCE MANAGEMENT

IFSA-Butler Reimagining Europe Semester Program in Prague

**Suggested US semester credit hours:** 4 credits

**Course Level:** 300

**Contact Hours:** 60

**IFSA-Butler course code:** MG380-22

**Course length:** Semester

**Delivery method:** Face to face

**Language of Instruction:** English

#### COURSE DESCRIPTION

This course provides an introduction to the concepts and practices of human resource management and focuses on the management of recruitment, retention and employment cessation. The course considers how human resource management deals with these aspects of working and gives consideration to the national and European legislation that has, for example, seen the introduction of a range of anti-discriminatory legislation, the significance of which can be seen regularly in high profile and often very expensive court cases. The course will also explore the tools and techniques used in HRM to maximize the employee contribution and how to use HR methods to gain competitive advantage. Students will explore the importance of training and development in building and extending the skills base of the organization and ensuring it is relevant to the ever-changing business environment. Students will also consider the growing importance of becoming a flexible organization with an equally flexible labor force, and become familiar with techniques of job design and with different reward systems.

#### STUDENT LEARNING OBJECTIVES

Students who successfully complete this course will:

- Understand the basic concepts and practices of human resource management
- Understand the relationship between recruitment, retention and employment cessation to human resource management
- Become familiar with governmental legislation that has impacted working
- Strengthen critical thinking skills
- Become aware of resources available for further research on human resource management
- Make cognitive connections between learning in this course and other learning experiences in the IFSA-Butler Reimagining Europe Semester Program in Prague

## COURSE DELIVERY

Students are expected to read or view resources in advance and be prepared to actively discuss them in class. In each meeting, the instructor will overview the topic and then facilitate a group discussion, drawing out relevant themes, following up on specific lines of inquiry, and prompting students' thoughtful engagement with the topic. Students are encouraged to bring their prior learning experiences into class discussions and to make cognitive connections between this course and others in the IFSA-Butler Reimagining Europe Semester Program in Prague whenever possible. Theories of experiential learning and integrative learning therefore undergird the dynamic learning environment of this course.

This course utilizes an interactive approach to teaching that focuses on the individual student's needs. This approach to teaching and learning aims to foster a challenging but caring environment that allows students to explore, create, and test themselves and their ideas in a safe place.

## COURSE SCHEDULE

<b>Weeks</b>	<b>Content Delivery</b>
1 - 3	<p><b>Explain the purpose and scope of Human Resource Management in terms of resourcing an organization with talent and skills appropriate to fulfil business objectives</b></p> <p><b>The nature and scope of HRM:</b> Definitions of HRM. What are the main functions and activities of HRM. The 'Best Fit' approach vs 'Best Practice'. The hard and soft models of HRM. Workforce planning. Types of labor market, labor market trends and PESTLE. The internal labor market. Analyzing turnover, stability and retention. The impact of legal and regulatory frameworks. The impact that advances in technology have had upon improving the efficiency of HR practices.</p> <p><b>Recruitment:</b> Sources of recruitment: internal vs external recruitment. Job analysis, job descriptions, personal specifications and competency frameworks.</p> <p><b>Selection:</b> Main methods of selection: strengths and weaknesses of each. Reliability and validity as key criteria.</p> <p><b>On-boarding and induction:</b> The issues affecting successful induction and socialization of employees.</p>

4 - 6	<p><b>Evaluate the effectiveness of the key elements of Human Resource Management in an organization</b></p> <p><b>Learning, development and training:</b>  Differentiating development and training. Identifying training needs – the training gap.  Types of training.  Evaluation of training.</p> <p><b>Job and workplace design:</b>  Reward management: extrinsic and intrinsic rewards from work. The link between motivational theory and reward.  Series of job design-job extension techniques.</p> <p><b>The flexible organization:</b>  Types of flexibility: numerical, structural and functional flexibility.  Models of flexible organizations (e.g. Handy, Atkinson).  Flexible working options in modern organizations.  Benefits to employers and benefits to employees of flexible working practices.</p> <p><b>Performance and reward:</b>  Performance management and methods used to monitor employee performance.  Types of payment and reward system. Methods of a determination.</p> <p>Written Report</p>
7 - 9	<p><b>Analyze internal and external factors that affect Human Resource Management decision-making, including employment legislation</b></p> <p><b>Employee relations:</b>  Maintaining good employee relations.  Strategies for building and improving employee relations and engagement.</p> <p><b>Employee relations and the law:</b>  The purpose of employment law.  Key legal issues and constraints (e.g. equality, data protection, health and safety, redundancy, dismissal, employment contracts).  Ethical and social responsibilities.</p> <p><b>Trade unions and workplace representation:</b>  The role of trade unions – local/national.  Collective agreements.  Discipline, grievances and redundancy – best practice.</p>
10 -15	<p><b>Apply Human Resource Management practices in a work-related context</b></p>

	<p><b>Job and person specifications:</b> Preparing job specifications and person specifications applicable to the recruitment context and needs of the organizations, taking into account legislation and company policies.</p> <p><b>Recruitment and selection in practice:</b> The impact of technology on improving the recruitment and selection process; the use of online resources, digital platforms and social networking. Designing and placing job advertisements. Shortlisting and processing applications. Interviewing preparation and best practice. Selection best practice.</p> <p>Individual Presentation</p>
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EVALUATION METHODS

The course instructor will determine specific assignments (including paper topics), projects, and exams for the course. Your work on individual assignments and projects will be guided by grading rubrics provided by the course instructor. Your final grade in the course will be arrived at through assessment methods determined by the course instructor and according to the percentages attached to each assignment and exam by the course instructor. Participation will constitute a determined percentage of your grade. Participation includes attendance, preparation, engagement in discussion, civility, and respect.

Assignment Number	Type of Assignment	Description and Areas Assessed
1	Written Report	Material covered during weeks 1 to 6
2	Individual presentation	Material covered during weeks 7 to 12 based on selected organization

**Timely Submissions**

Assignments submitted after the deadline will be accepted at the discretion of the course instructor and generally only in the event of a documented illness or emergency.

READING LIST

ARMSTRONG, M. and TAYLOR, S. (2014) Armstrong’s Handbook of Human Resource Management Practice. 13th Ed. London: Kogan Page.  
 BACH, S. and EDWARDS, M. (2013) Managing Human Resources. Oxford: Wiley. BRATTON, J. and GOLD, J. (2012) Human Resource Management: Theory and Practice. 5th Ed. Basingstoke: Palgrave.

TORRINGTON, D, et al. (2011) Human Resource Management. 8th Ed. London: Prentice Hall.

### ACADEMIC INTEGRITY

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise) submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

IFSA-Butler takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA-Butler resident director as well as your home institution.