Managing People in Organizations

Academic Year: (2022 / 2023)   **Review date: 28-04-2022**

Department assigned to the subject:

Coordinating teacher: STIRPE , LUIGI

Type: Compulsory ECTS Credits : 3.0

Year : 1 Semester :

REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Students should have passed all the courses of the first semester

OBJECTIVES

1. Increase student understanding of how firm's approach to people management can enhance or detract from the firm's overall effectiveness
2. Provide the opportunity for students to become familiar with specific HR practices and activities
3. Enhance student ability to apply HR concepts directly to real world situations, whether as an HR Manager or as a Business Unit manager with HR responsibilities.

DESCRIPTION OF CONTENTS: PROGRAMME

Class 1: Principles of Human Resource Management

Readings before class:
Case study: Bartlett, C. A., & Wozny, M. (2001). Microsoft: Competing on talent (A). Harvard Business School.

Readings after class: Lepak, D. & Gowan, M. (2010). Human Resource Management. Managing employees for competitive advantage. Upper Saddle River, New Jersey: Pearson Prentice Hall.
(CHAPTERS 1, 2 and 14)

Class 2: People Strategy and Staffing

Readings before class: Cibeles (case study by Ignacio Arraiz).

Readings after class:
- Heneman III, H.G, Judge, T.A. and Kammeyer-Mueller, J.D. (2014). Staffing Organizations (8th edition). New York, NY: McGraw-Hill Education. (CHAPTER 1)
- DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2010). Fundamentals of human resource management. John Wiley & Sons, Inc. (CHAPTERS 6 and 7)

Class 3: HR as a Business Partner

Readings before class:
- Case study: Williamson, M. (2002). Even a Clown Can Do It: Cirque du Soleil Recreates Live Entertainment Case B. Fontainebleau, Francia: INSEAD-EAC.
- Case study: DeLong, T. J., & Vijayaraghavan, V. (2002). Cirque du soleil. Harvard Business School.

Class 4: Organizational Development

Readings before class: Case study: CAF

Readings after class:
- Baron, J. N. & Kreps, D. M. (1999). Strategic human resources. Frameworks for general managers. New York: John Wiley & Sons, Inc. (CHAPTERS 8 and 16)

Class 5: Performance management (I)

Readings before class:
Case study: Hall, B. J., & Madigan, C. (2000). Compensation and performance evaluation at Arrow electronics. Harvard Business School.

Readings after class:
- Aguinis, H., Joo, H., & Gottfredson, R. K. (2011). Why we hate performance management¿And why we should love it. Business Horizons, 54(6), 503-507.
- Aguinis, H., Gottfredson, R. K., & Joo, H. (2012). Using performance management to win the talent war. Business Horizons, 55(6), 609-616.
- Smither, J. W., & London, M. (Eds.). (2009). Performance management: putting research into action (Vol. 21). John Wiley & Sons. (CHAPTER 1)

Class 6: Performance management (II)

Readings before class:
- Case study: Greiner, L. E. & Collins E. (2008). A Day in the Life of Alex Sander: Driving in the Fast Lane at Landon Care Products. Harvard Business School.

Readings after class:
- Antonioni, D. (1996). Designing an effective 360-degree appraisal feedback process. Organizational Dynamics, 25(2), 24-38.
- Carson, M. (2006). Saying it like it isn't: The pros and cons of 360-degree feedback. Business Horizons, 49(5), 395-402.

Class 7: Compensation (I): Ground Rules for Salary Policies

Readings before class:
- Case study: Jobs at Whole Foods. (Adapted from Milkovich, G.T., Newman, J.M. & Gerhart, B. (2014). Compensation. 10th Ed. New York, NY, McGraw-Hill Irwin.)

Readings after class:
- Lepak, D. & Gowan, M. (2010). Human Resource Management. Managing employees for competitive advantage. Upper Saddle River, New Jersey: Pearson Prentice Hall. (CHAPTER 12)
- Martocchio, J.J. (2014). Strategic Compensation: A Human Resource Management Approach. Upper Saddle River, New Jersey: Pearson Prentice Hall. (CHAPTERS 1, 5, 6 and 7).

Class 8: Compensation (II): Compensation Strategy

Readings before class:
Case study: Gabarro, J. J., & Burtis, A. (2006). Brainard, Bennis & Farrell (A). Harvard Business School.

Class 9: Compensation (III): Incentive pay

Readings before class:
Case study: Baker III, G.P. and Shimer S.L. (1989). RKO Warner Video, Inc.: Incentive Compensation Plan. Harvard Business School.

Readings after class:
- Aguinis, H., Joo, H., & Gottfredson, R. K. (2013). What monetary rewards can and cannot do: How to show employees the money. Business Horizons, 56(2), 241-249.
- Lepak, D. & Gowan, M. (2010). Human Resource Management. Managing employees for competitive advantage. Upper Saddle River, New Jersey: Pearson Prentice Hall. (CHAPTER 11)

Class 10: International HR Challenges: Expatriation and Cultural Diversity Management

Readings before class:
- Case Study: Pressman Company

Readings after class:
- Gómez Mejía, L. et al. (2001). Managing Human Resources. Pearson (CHAPTER 17)

In any session, the topic of HR sustainability will be addressed when explaining the goals of each of the HR activities explored.

LEARNING ACTIVITIES AND METHODOLOGY

The course will be based on case studies, readings and faculty presentations. The debate and the exchange of ideas and experiences will be pivotal for the development of the course. Students will be encouraged to bring their insights and thoughts on the material assigned into class discussions. Most issues, cases and problems will not have one "right" answer, though some answers will be more appropriate than others. Thus, being "right" or "wrong" should not be a concern for students when participating in class discussions. All viewpoints will be of interest. Everyone is expected to critically listen to the contributions of fellow students and any disagreement should be explained.

Students are expected to carefully prepare the study material assigned before each session. This is essential to: 1) make the most of each session's contents; 2) make valuable contributions to class discussions; and 3) productively participate in the assignments to be done in class within the student learning teams.

ASSESSMENT SYSTEM

40% CONTINUOUS EVALUATION

60% FINAL EXAM

% end-of-term-examination:	60
% of continuous assessment (assigments, laboratory, practicals…):	40

BASIC BIBLIOGRAPHY

 - Baron, J. & Kreps, D Strategic Human Resources, Wiley, 1999

 - GÓMEZ MEJIA, L., BALKIN, D. and CARDY, R. Managing Human Resources, Englewood Cliffs, NJ: Prentice Hall, 2013
 - Heneman III, H.G, Judge, T.A. and Kammeyer-Mueller, J.D. Staffing Organizations, McGraw-Hill Education, 2014

 - Lepak, D. & Gowan, M. Human Resource Management, Pearson, 2010