Universidad Carlos III de Madrid

Managing People in Organizations

Academic Year: (2023 / 2024)   **Review date: 11-04-2023**

Department assigned to the subject: Business Administration Department

Coordinating teacher: STIRPE , LUIGI

Type: Compulsory ECTS Credits : 3.0

Year : 1 Semester : 1

REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

Students should have passed all the courses of the first semester

OBJECTIVES

1. Increase students' understanding of how a firm's approach to people management can enhance or reduce overall organizational effectiveness.
2. Provide the opportunity for students to become familiar with key HR practices and activities.
3. Enhance students' 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

Session 1. The pillars of Managing People in Organizations

Case-study: One tough decision (to be distributed in class)

Readings after class:
Gowan, M. & Lepak, D. (2020). Human resource management: Managing employees for competitive
advantage (4th edition). Chicago, IL: Chicago Business Press. (CHAPTER 1)

Session 2. Designing high-performing HR systems

Readings before class:
Williamson, M. (2002). Even a clown can do it (B). INSEAD.
Delong, T.J. & Vijayaraghavan, V. (2002), Cirque du Soleil. Harvard Business School.

Readings after class:
Gowan, M. & Lepak, D. (2020). Human resource management: Managing employees for competitive
advantage (4th edition). Chicago, IL: Chicago Business Press. (CHAPTERS 1, 2 and 14).

Session 3. Selecting people

Readings before class:
Case study: SG Cowen: New Recruits, Harvard Business School, 9-402-028

Readings after class:
Galperin et al. (2020): ¿Too Good to hire? Capability and inferences about commitment in Labor
Markets, Administrative Science Quarterly, 65(2): 275-313

Session 4. Building HR Scorecards: Challenges and opportunities

Readings after class:
Carlson, K. D., & Kavanagh, M. J. (2011). HR metrics and workforce analytics. In Kavanagh, J. M. and
Johnson, R. D., Human Resource Information Systems: Basics, applications, and future directions, Sage,
pp. 150-174.

Session 5. Managing careers

Readings after class:
Gershon, I. (2020). Down and out in the new economy. University of Chicago Press.
Verbruggen, M., & De Vos, A. (2018). When People Don¿t Realize Their Career Desires: Toward a Theory of Career Inaction. Academy of Management Review

Session 6. Understanding and managing employee response to HR practices

Readings before class:
Case study: Delong, T.J. (2005), Infosys: Strategic Human Resource Management. Harvard Business School.

Readings after class:
Nishii, L. H., & Wright, P. (2008). Variability at multiple levels of analysis: Implications for strategic human resource management. In D. B. Smith (Ed.), The people make the place: 225¿248. Mahwah, NJ: Lawrence Erlbaum Associates.

Session 7. Managing Global Mobility

Readings before class:
Bonache, J., Brewster, C. and Froise, F. (2021), The Cambridge Companion to Global Mobility and the Management of Expatriates, Cambridge University Press, UK. (CHAPTER 1)

Case study: 4 key decisions to be made at Solvay Group (to be distributed in class).

Session 8. The meaning and challenges of HR implementation

Readings after class:
Trullen, J., Stirpe, L., Bonache, J. A. & Valverde, M. (2016). The HR department's contribution to line managers' effective implementation of HR practices. Human Resource Management Journal, 26(4), pp. 449-470.

Session 9. Countercultural HR Practices

Readings before class:
Beugelsdijk, S., Kostova, T., & Roth, K. (2017). An overview of Hofstede-inspired country-level culture research in international business since 2006. Journal of International Business Studies, 48(1), 30-47.

Case Study: Ford Motor Company in five different countries (to be distributed in class)

Readings after class:
Caligiuri, P. and Bonache, J. (2020): ¿The Nonlinear Relationships in Cross-cultural and Global Mobility¿, in Betina Szkudlarek, Laurence Romani, Dan Caprar, abd Joyce Osland, ¿The SAGE Handbook of Contemporary Cross-Cultural Management¿, SAGE Publications Ltd

Session 10. Understanding employee effort in the modern workplace

Readings before class:
Case study: Bhatnagar, J., & and Jaiswal, S. (2016). Amazon as an employer. Ivey School of Business Foundation.

Readings after class:
Pfeffer, J. (2018). The overlooked essentials of employee well-being. McKinsey Quarterly, 3, 82-89.

The topic of HR sustainability is addressed in all sessions in connection with their relevant contents.

LEARNING ACTIVITIES AND METHODOLOGY

The course will be based on case studies, a reading list, presentations and, above all, discussing and sharing ideas and experiences. Throughout the course, students will be encouraged to share their insights and thoughts in class discussions. Most issues, cases and problems related to people management do not have a single ¿right¿ answer, although some answers are more valid than others. Being ¿right¿ or ¿wrong¿ should not therefore be a concern when participating. It is a student¿s viewpoint that is of interest. Students are expected to adopt a critical approach to their peers¿ contributions, and any disagreement should be explained.

It is essential that students 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 class exercises.

ASSESSMENT SYSTEM

CLASS PARTICIPATION: 40%

INDIVIDUAL AND TEAM ASSIGNMENTS: 30%

FINAL EXAM: 30%

% end-of-term-examination:	30
% of continuous assessment (assigments, laboratory, practicals…):	70

BASIC BIBLIOGRAPHY

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

- Bonache, J., Brewster, C. and Froise, F. The Cambridge Companion to Global Mobility and the Management of Expatriates, Cambridge University Press, UK, 2020
- Gowan, M. & Lepak, D. Human Resource Management, Chicago Business Press, 2020