INTRODUCTION

During the last decades, change has become the only constant in the society and business world and has lead to a new reality: the knowledge and information society. In a globalized and highly competitive environment, intangible assets are becoming increasingly important to create competitive advantages and the way a company manages its human capital is one of the main aspects of those intangibles.

Human resources management is not the center function in an organization, but without deliberate, clear, strategic HR management practices, the organization cannot achieve its full potential. It is becoming clear to managers that the success of the organization is in large part dependant on its people. Anything and everything that a company is able to accomplish is derived from what the people who work in the company can and want to do. The study, therefore, of Human Resources Management (HRM) offers excellent opportunities to better understand and, more effectively, manage a company.

During this subject the main questions related to the management of people within the organization will be addressed from the managerial perspective (with the value adding question always in mind). The module intends to provide the conceptual models and practical tools that will prepare the participants to successfully face the dynamic and complex issues involved in optimizing performance and developing the human resources in the organisation. Specifically, we will examine the following key areas of the vast field of the HRM discipline: Strategic Human Resources, Selection & Recruitment, Training & Development, Performance Management and Compensation & Benefits.

AIMS

To provide a broad and practical understanding of the organisational culture and the rules and principles that underlies effective human resources management.

To develop conceptual models that will help the participants in the management and development of the work force in the organisation.

To understand the human resource policies related to hiring, training and development, performance appraisal and compensation and how they can help to sustain the overall business strategy, in order to enable the organisation to reach its goals and create a sustainable competitive advantage.

METHODOLOGY

During the module different methodologies will be used:

- Presentation of models and approaches to work.
- Analysis and work on cases (case method).
- Analysis and discussion of experiences.
- Individual and group work.
- Role-playing for skills training.
EVALUATION

The evaluation of this subject will be based on:

- The participants' attendance, attitude and quality of participation during the sessions (30%). This includes participation in case discussions and presentations.
- The assimilation of key concepts that have been explored in this subject, through an individual exam during the last session (40%).
- A team work exercise that will be presented by the team in the last session (30%).

In order to get a passing grade on the subject, the participant needs to pass the final exam.

BIBLIOGRAPHY

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- Cameron, K. S.; Quinn, R. E. Diagnosing and changing organizational culture: based on the competing values framework. JOSSEY-BASS, 2006