

SYLLABUS

HR445E_OL_0101_26

Human Resource, Strategic Planning and Employment

ACADEMIC AREA :	MANAGEMENT AND STRATEGY
PROGRAMME :	PGE
PERIOD :	SPRING
COORDINATOR :	Dr. Lara BERTOLA
INSTRUCTOR(S) :	Dr. Lara BERTOLA
CONTACT HOURS :	0.0 hours
STUDY TIME :	150 hours (Class preparation, homework and assessments)
CREDITS :	4.0 ECTS
AOL :	NO

PRE-REQUISITE MODULES :

OB310 E Leading People & Teams or equivalent.

MODULE DESCRIPTION :

This asynchronous online module delves into the strategic aspects of Human Resource Management (HRM), focusing on the alignment of human capital with organizational goals. Students will explore various HR processes, including strategic planning, talent acquisition, and retention strategies. The course will emphasize the importance of human resources in driving organizational success and will be delivered through the LinkedIn Learning platform.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

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MODULE INTENDED LEARNING OUTCOMES (ILOs) :

After completing the module, students will be able to apprehend: 1. The link between business strategy and HR practices. 2. The recruitment and selection of talent. 3. The development of an onboarding plan for new recruits. 4. The A-Z design of a training course. 5. The design and implementation of an effective 'performance appraisal' process.

TOPICS COVERED :

Linking business strategy to HR practices Sourcing and selecting talent for workforce planning Setting up onboarding initiatives
Developing training courses Designing and implementing 'performance appraisal'

RESEARCH-LED TEACHING :

Not relevant.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

Not relevant.

CSR NB HOURS :**SUSTAINABLE DEVELOPMENT GOALS COVERED :**

- 04 - Quality education
- 05 - Gender equality
- 08 - Decent work and economic growth
- 09 - Industry, innovation and infrastructure
- 16 - Peace, justice and strong institutions

TEACHING METHODS :

The module will be delivered in a 100% online format via the Rennes School of Business LMS (Learning Management System – MOODLE). Additional support will be given by the instructor via MS Teams in the form of 3 consultation sessions. The assessment will be two-fold: 40% based on student engagement throughout the learning period, and 60% based on a final report submitted through the LMS. Adequate resources will be provided to the students for them to incrementally learn the critical concepts/topics, thereby enabling them to prepare for and to submit the final report, in keeping with the required standards. Resources will include, but might not be limited to, videos, interactive rich-media content covering the topics outlined above, inbuilt quizzes and learning activities, bibliography, and the focus areas and requirements for submitting the final written report.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Participation	40%		1-2-3-4-5
Individual Final Exam in class	Individual	Individual Analysis of case	60%		1-2-3-4-5

Assessment 1 details:

Engagement on the Learning Management System [LinkedIn] - the online learning path must be completed to 100%

Assessment 2 details:

The students are expected to read the selected articles on specific HR topics. After reviewing the articles, they will choose one that they find most interesting and prepare a written analysis, which will include :

- A brief summary of the chosen article
- A personal perspective - students will share their opinion or viewpoint
- Connection to course learning - Students will relate the article's content to the concepts discussed during the course, providing specific examples where possible

The works will be submitted via the Learning Management System [MOODLE] in pdf format - online assessment

ACADEMIC INTEGRITY :

Academic misconduct encompasses various behaviors or actions that violate the principles of academic integrity, fairness, and honesty, thereby undermining the credibility of academic work, assessments, or research. Examples of academic misconduct include:

- Cheating
- Plagiarism
- Fabrication
- Gaining an unfair advantage
- Assisting others in committing academic misconduct, such as by utilizing generative AI
- Falsification of records or official documents
- Unauthorized access to restricted information or data
- Unauthorized or unethical use of generative AIS

Academic misconduct is a serious offense and can result in consequences such as module failure, research project failure, or even expulsion from the school. To prevent unintentional academic misconduct, it is essential to consult with your instructor to understand the specific rules and instructions pertaining to the use of AI in learning and assessment.

For more comprehensive information on academic integrity rules, principles, and disciplinary procedures, please refer to the Academic Integrity section of the Student Handbook.

BIBLIOGRAPHY :

The books below are available in e-book format via the RSB Learning Center site:

International Human Resource Management : Contemporary HR Issues in Europe Michael Dickmann, Chris Brewster, Paul Sparrow
Date: 2016 [eBook <https://bit.ly/3C5y6i0>]

Armstrong, M. & Taylor, S. (2023). Armstrong's Handbook of Human Resource Management Practice, 16th edition, Kogan Page. [eBook 2014 edn <https://bit.ly/3JZZdKD>]

Armstrong, M. & Redmond, K. (2016). Armstrong's Handbook of Strategic Human Resource Management, 6th edition, Kogan Page. [eBook <https://bit.ly/33xgXN5>]

Dessler, G. (2023). Human Resource Management, 17th edition, Pearson Education. [eBook 2019 edn <https://bit.ly/3CMlpFn>]

Torrington, D., Hall, L. & Taylor, S. (2020). Human Resource Management, 11th edition, Pearson Education. [eBook <https://bit.ly/358YZRH>]

Additional Reading

Web sources:

<https://www.thebalancecareers.com/human-resources-management-4161678>

www.cipd.co.uk [UK]

www.shrm.org [USA]

www.worldatwork.org/

MODULE PLAN SESSIONS :

Plan Session 01 :

Session 1. Linking business strategy to HR practices

Focusing on pivotal priorities, asking clarifying questions, and following proven frameworks will help to build an employer brand to attract the best talent.

Plan Session 02 :

Session 2. Sourcing and selecting talent for workforce planning

Knowing where to "source" the best possible candidate and implementing a winning sourcing strategy.

Plan Session 03 :

Session 3. Setting up onboarding initiatives

Identifying the key stakeholders, establishing goals and milestones to evaluate employees' progress.

Plan Session 04 :

Session 4. Developing training courses

Designing and delivering engaging training programmes from the needs analysis to the implementation stage.

Plan Session 05 :

Session 5. Designing and implementing 'performance appraisal'

Building an effective system using a simple model for setting expectations, 'appraising' performance, coaching employees, and documenting disciplinary measures.

