



SYLLABUS

HR408E_0101_26

HR in Action

ACADEMIC AREA :	MANAGEMENT AND STRATEGY
PROGRAMME :	PGE / UGTC LEVEL 4 PGE
PERIOD :	SPRING
COORDINATOR :	Ms. Natalya SIMON
INSTRUCTOR(S) :	Ms. Natalya SIMON
CONTACT HOURS :	24.0 hours
STUDY TIME :	null hours (Class preparation, homework and assessments)
CREDITS :	4.0 ECTS
AOL :	NO

PRE-REQUISITE MODULES :

Previous course work in management, organizational behaviour, and/or human resource management.

MODULE DESCRIPTION :

This module examines the evolving strategic importance of the Human Resources (HR) function in modern organizations. Historically viewed as an administrative or support activity, HR today plays a central role in shaping business strategy, driving transformation, and sustaining competitive advantage. In an increasingly volatile, uncertain, complex, and ambiguous (VUCA) environment, traditional sources of advantage—such as products, technologies, or market position—are quickly eroded. Organizations that thrive in this context share three capabilities: a clear sense of purpose and identity, the ability to operate with agility and simplicity, and a culture that continuously learns and innovates (McKinsey & Company). HR functions are now instrumental in developing these capabilities by fostering adaptive structures, cultivating learning mindsets, and enabling leadership at every level. Through a mix of theory, applied analysis, and real-world cases, this module explores how HR strategies and practices create measurable business value. Students will learn how to align people practices with organizational goals, design HR systems that enhance performance and engagement, use analytics to inform decision-making, and manage human capital ethically across digital, diverse, and global contexts. By the end of the course, students will be able to articulate how HR contributes to organizational agility, innovation, and long-term sustainability—reframing HR from an administrative cost center into a strategic engine of value creation.

CONTRIBUTION TO PROGRAMME LEARNING OBJECTIVES :

- Develop a sustainable strategic vision to Connect (eco-)systems #ConnectSystems

MODULE INTENDED LEARNING OUTCOMES (ILOs) :

1. Diagnose HR challenges using strategic and analytical frameworks.
2. Design HR interventions that align with organizational goals.
3. Evaluate HR performance through data and evidence-based approaches.
4. Understand the key strategic HR processes, including the talent management cycle and its implementation.

5. Critically reflect on the ethical, cultural, and sustainability dimensions of HR decisions.

TOPICS COVERED :

HR evolution (Ulrich model, Agile HR, AI-Agentive); linking people and strategy.
Strategic workforce planning, skills gap analysis, AI and automation impact, agile workforce design.
People data, data sources, HRIS, predictive analytics. Ethics and bias in data use. Legal concerns.
Employee experience design, employer branding strategy for attracting the right talent.
Performance management and compensation.
Learning and Development, leadership agility, driving employee engagement.
New HR roles in VUCA world

RESEARCH-LED TEACHING :

The course requires analysis of multiple recent articles, case studies and reports.

CSR AND SUSTAINABLE DEVELOPMENT GOALS :

The HR function's core mission is to build workplaces that are fair, productive, and inclusive. It serves as the organization's guarantor of ethical conduct and responsible decision-making, ensuring that equality, diversity, inclusion, and employee well-being are upheld as fundamental principles of organizational life.

CSR NB HOURS :

3

SUSTAINABLE DEVELOPMENT GOALS COVERED :

- 03 - Good health and well-being
- 04 - Quality education
- 05 - Gender equality
- 08 - Decent work and economic growth
- 10 - Reduced inequalities

TEACHING METHODS :

Class sessions are designed as active exchanges between the professor and students, fostering interaction, discussion, and peer learning. Each three-hour session balances theory with practical application. The HR in Action course enables students to apply HR concepts to real organizational contexts through debates, role-plays, case analyses, HR workshops, group projects, and individual assignments. A Moodle page will be used to share lecture slides, required readings, pre-class materials, and additional resources. All readings, assignments, and preparation instructions will be posted and announced on Moodle. The schedule and materials may be adjusted as needed to align with class progress and learning objectives.

METHODS OF ASSESSMENT :

Continuous/Final	Group/Individual	Assessment	Weight	Duration	ILOs assessed
Continuous	Individual	Quiz	20%	15 Minutes	1-5 depending on topic
Continuous	Group	Participation or task completion	25%		1-5 depending on topic
Continuous	Group	Participation or task completion	5%	15 Minutes	1-5 depending on topic
Final	Individual	Final written exam	50%	3 Heures	1-5

Assessment 1 details:

An individual short quiz will be completed in class after each session to test understanding of key concepts and readings.

Assessment 2 details:

Each group will explore a real or emerging HR dilemma currently faced by an organization and develop a practical, theory-based solution. Students are encouraged to use analytical tools (e.g., SWOT analysis, gap analysis, decision matrix, process map, decision table, stakeholder impact grid, other established tools, or tools they design themselves) to structure and support their diagnosis. Presentations must be grounded in course concepts, academic literature, consulting reports, and verified real-company examples. Students must also explain what they learned from each source and how each insight informed or influenced their proposed solution.

Assessment 3 details:

Students will have time to prepare and participate in a debate on HR topics related to the course syllabus. The exercise will require research, critical analysis, and strong presentation skills.

Assessment 4 details:

3 or 4 open-ended questions with a closed book.

ACADEMIC INTEGRITY :

BIBLIOGRAPHY :

Books

Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice* (16th ed.). London: Kogan Page.
Bock, L. (2015). *Work rules!: Insights from inside Google that will transform how you live and lead*. New York: Twelve / Hachette Book Group.
Edwards, M., & Edwards, K. (2016). *Predictive HR analytics: Mastering the HR metric*. London: Kogan Page.
Ulrich, D., Younger, J., Brockbank, W., & Ulrich, M. (2012). *HR from the outside in: Six competencies for the future of human resources*. New York: McGraw-Hill.

Articles

Cappelli, P., & Nehmeh, R. (2024). HR's new role: In this tight labor market, cost cutting is out—championing employee concerns is in. *Harvard Business Review*.
Groysberg, B., Lee, J., Price, J., & Cheng, J. Y. J. (2018). The leader's guide to corporate culture. *Harvard Business Review*, 96(1), 44–52.
Ulrich, D. (1998). A new mandate for human resources. *Harvard Business Review*, 76(1), 124–134.

Reports

Accenture. (2025a). *Resilience redefined: From readiness to reinvention*. Retrieved from <https://www.accenture.com/content/dam/accenture/final/accenture-com/document-3/Accenture-Resilience-Redefined-From-Readiness-to-Reinvention.pdf>
Accenture. (2025b). *Change reinvented*. Retrieved from <https://www.accenture.com/content/dam/accenture/final/accenture-com/document-2/Accenture-Change-Reinvented-Report.pdf>
Boston Consulting Group (BCG). (2025a). *As AI changes work, CEOs must change how work happens*. Retrieved from <https://www.bcg.com/publications/2025/as-ai-changes-work-ceos-must-change-how-work-happens>
Boston Consulting Group (BCG). (2025b). *The widening AI value gap*. Retrieved from <https://media-publications.bcg.com/The-Widening-AI-Value-Gap-October-2025.pdf>
Deloitte. (2025). *Global human capital trends 2025*. Retrieved from https://www.deloitte.com/content/dam/insights/articles/2025/glob187692_global-human-capital-trends/DI_2025-Global-Human-Capital-Trends.pdf
McKinsey & Company. (2025). *HR Monitor 2025*. Retrieved from <https://www.mckinsey.com/~media/mckinsey/business%20functions/people%20and%20organizational%20performance/our%20insights/hr%20monitor%202025/hr-monitor-2025.pdf?shouldIndex=false>
McKinsey & Company. (2024). *A new operating model for people management: More personal, more tech, more human*.

Retrieved from
<https://www.mckinsey.com/~media/mckinsey/business%20functions/people%20and%20organizational%20performance/our%20insights/a%20new%20operating%20model%20for%20people-management-more-personal-more-tech-more-human/a-new-operating-model-for-people-management-more-personal-more-tech-more-human.pdf?shouldIndex=false>
McKinsey & Company. (2025). The new possible: How HR can help build the organization of the future. Retrieved from
<https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/the-new-possible-how-hr-can-help-build-the-organization-of-the-future>
World Economic Forum (WEF). (2025). The future of jobs report 2025. Retrieved from
https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf

General Practitioner and Academic Sources: Harvard Business Review; Human Resource Management Journal; People Management; McKinsey Insights; Deloitte Human Capital Trends; Gartner; KPMG Insights; Boston Consulting Group Publications.

Additional Reading

Books

Briscoe, D. R., & Schuler, R. S. (2022). International human resource management: Policies and practices for multinational enterprises (6th ed.). Routledge.
De Koning, M. (2024) HR tech strategy: Revolutionizing employee experience through HR-tech synergy. New York: Business Expert Press.
Dessler, G. (2023). Human resource management (17th ed.). Harlow, UK: Pearson Education.
Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2025). Human resource management: Gaining a competitive advantage (13th ed.). New York: McGraw-Hill Education.

Articles

Cappelli, P. (2015). Why we love to hate HR—and what HR can do about it. Harvard Business Review, 93(7/8), 54–61.
Ready, D. A., Hill, L. A., & Thomas, R. J. (2014). Building a game-changing talent strategy. Harvard Business Review, 92(1/2), 62–70.
Sanders, N. R., & Wood, J. D. (2021). The skills your employees need to work effectively with AI. Harvard Business Review. Retrieved from <https://hbr.org>

MODULE PLAN SESSIONS :

Plan Session 01 :

Session 1| HR as Strategic Business Partner - From Ulrich to AI Agentic HR

Plan Session 02 :

Session 2|The Future of Work & Agile Workforce Planning

Plan Session 03 :

Session 3| People Analytics & AI-Driven HR

Plan Session 04 :

Session 4|Talent Acquisition, Employer Branding & Employee Experience in a Hybrid Global World

Plan Session 05 :

Session 5| Performance, Rewards & Motivation in the Age of Transparency

Plan Session 06 :

Session 6| Learning, Leadership Agility & Engagement

Plan Session 07 :

Session 7| HR in Change and Transformation

Plan Session 08 :

Session 8| Team presentation