

## **Syllabus**

### **for the course „Human Resources Management“ (HRM5081), part of module 1: „Foundations in Business Functions“**

Please read this syllabus carefully and feel free to ask any remaining questions that you might have.

**Course: HRM5081**, 2 SWS, 3 Credits (= 90 hours workload in total, 60 hours self-study), English, Level: advanced.

#### **Course description**

At the beginning of their MBA program, the participants will get to know the most important aspects of contemporary human resources management (HRM), based on the three pillars model of modern HRM of Pforzheim University. They will learn to critically assess the relevant approaches concerning the central functions of HRM. In particular, the importance of responsible management will be underlined. In this context, students work through case studies and learn from sample solutions. The participants acquire a deep understanding of the fundamentals of HRM.

The course, therefore, focuses on knowledge enhancement and expansion. It is based on interactivity with the group and practical case studies.

#### **Scheduling & Room**

The course will start with a kick-off meeting on October 6<sup>th</sup> at 9.45 H and usually take place once a week, on Thursdays, at the same time in room W4.1.06. The students who won't be able to attend the course on site in Pforzheim, will get access to the lectures through a video conference system. To be connected, please use the link you will be provided.

In addition, personal consultations concerning the individual assignments and the related presentations will be offered.

#### **Contents**

1. Introduction: Context, challenges, and pillars of HRM
2. HR strategy and organization of HR department
3. Personnel controlling and planning
4. HR marketing, recruiting and retention
5. Deployment and performance management
6. Compensation and benefits
7. HR development and training
8. Employee separation and downsizing
9. Key indicators

## **Learning objectives**

By the end of the course, students will...

- be familiar with the relevant challenges and the pillars of modern and social responsible human resources management
- be aware of the central tasks of human resources management that are important for the operational and strategic orientation of a company
- know the important management approaches in the central functions of human resources management
- be able to evaluate concrete practical solutions of human resources management

## **Teaching and Learning Approach**

The course consists of three main elements: lectures, case studies and additional reading. Besides lectures, students will have to work on case studies, which will be partially prepared in advance, and discussed in the classroom. The students will have access to the different presentations and course documents on an e-learning platform and will be provided links to related videos. In addition, a reader will be available with the relevant chapters of books and articles.

The assignment of the tasks related to the case studies will take place on October 13<sup>th</sup> in the second session. The presentations will be held according to the schedule between November 17<sup>th</sup>, 2022 and January 26<sup>th</sup>, 2023. Each presentation will last 20 minutes and be followed by a discussion which the presenter will facilitate.

The files of the presentation and the four-page management summary must be submitted 72 hours before the presentation by e-mail. The management summaries are also provided by the presenters to the other students.

## **Prerequisites**

A general knowledge of human resources management is required.

## **Course contributions to the MBA program goals/learning outcomes**

Goal	Learning objectives	Course contributions to goals	Assessment
1 Responsible leadership in organizational contexts	1.1 Knowledge of leadership principles 1.2 Application of leadership principles 1.3 Critical reflection of leadership concepts	HRM strategy and the CSR approach are an essential basis of responsible management. The course will present in detail the role of HRM and responsible managers.	Teamwork, discussion within classes, presentation, management summary and discussion related to case studies
2 Creative problem solving skills in a complex business environment	2.1 Ability to identify, differentiate and classify problems 2.2 Ability to analyze problems (instrumental competence) 2.3 Ability to find creative solutions (systemic competence)	The course enables the students to identify and analyze the main challenges related to HRM. In this way, they learn to identify the different aspects which should be considered for creative solutions in this	Teamwork, discussion within classes, presentation, management summary and discussion related to case studies

	2.4 Ability to present problems (communicative competence)	area.	
3 Research Skills	3.1 Methodological knowledge (extending knowledge) 3.2 Competence in applying relevant state of the art research methods (instrumental competence) 3.3 Ability to collect innovative results by using relevant research methods (systemic competence)	The course enables participants to develop their research skills since they are asked to review the literature in order to prepare the presentations and handouts related to the case studies.	Presentation, management summary and discussion related to case studies
4 Management of Innovation	4.1 Fundamental knowledge of operational innovation processes 4.2 Ability to assess a company's innovation potential 4.3 Ability to develop complex technological strategies		
5 Management of the challenges of global sustainability and awareness for social and corporate responsibilities	5.1 Fundamental knowledge of sustainability issues 5.2 Ability to identify and analyze sustainability issues and its causes 5.3 Development of sustainability strategies	Effective HRM practices allow companies to develop and compete on global level. Sustainability is an important requirement for the HRM practices.	Discussion within classes, presentation, management summary and discussion related to case studies

### **Grading**

- Teamwork 1 25%
- Teamwork 2 25%
- Presentation and four-page management summary related to one of the case studies, participation within class and the discussions after the presentations 50%

### **Literature**

Cascio, W.F. (2005). Strategies for responsible restructuring. Academy of Management Executive, 19 (4), pp 39-50.

Cascio, W.F. & Aguinis, H. (2014). Applied Psychology in Human Resource Management, 7th Edition. Pearson.

Dessler, G. (2020). Human Resource Management, Global Edition, 16<sup>th</sup> Edition. Pearson.

Lussier, R. N. & Hendon, J. R. (2017). Human Resource Management. 3<sup>rd</sup> Edition. Sage.

Rees, G. & Smith, P. E. (2014). Strategic Human Resource Management. Sage.

Torrington, D., Hall, L., Taylor, S. & Atkinson, C. (2020). Human Resource Management, 11<sup>th</sup> Edition. Pearson.

Ulrich, D., Younger, J., Brockbank, W. & Ulrich, M. (2012). HR from the outside in. McGraw-Hill.

Wilton, N. (2019). An Introduction to Human Resource Management, 4<sup>th</sup> Edition. Sage.

**Availability of the lecturer**

Prof. Dr. Markus-Oliver Schwaab

Office: W2.4.23

Regular office hours: Tuesdays, 13.45 – 15.15 H or by appointment

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