

Syllabus
HRM5081 Human Resources Management
Prof. Dr. Markus-Oliver Schwaab
Winter Semester 2023-24

Level	Master
Credits	3
Student Contact Hours	2 SWS
Workload	90 h
Prerequisites	A general knowledge of human resources management is required.
Time	Thursday, 9.45 – 11.15
Room	W4.1.06
Start Date	05.10.2023
Lecturer(s)	Prof. Dr. Markus-Oliver Schwaab
	W2.4.23
	Virtual Office
	Wednesday, 15.30 – 17.00 or by assignment
	+49 7231 286108
	markus-oliver.schwaab@hs-pforzheim.de

Summary (optional)

Outline of the Course

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.

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

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Methods	
After completion of the program the students will be able...		After completion of the course the students will ...	Presentation	Project Work
			50 %	50 %
			Individual	Collective
1	Responsible Leadership in Organizational Contexts			
1.1	... to know and explain important leadership principles.	... know the important management approaches in the central functions of human resources management	x	
1.2	... to apply leadership concepts to an organizational context or a specific case.	... know the important management approaches in the central functions of human resources management	x	x
1.3	... to critically reflect on leadership concepts in a certain organizational context or in a specific case.	... be able to evaluate concrete practical solutions of human resources management	x	x
1.4	... to act responsibly from a scientific self-understanding and to act professionally.			
2	Creative Problem Solving Skills in a Complex Business Environment			
2.1	... to identify & classify problems.	... be aware of the central tasks of human resources management that are important for the operational and strategic orientation of a company	x	x
2.2	... to analyze problems.	... be aware of the central tasks of human resources management that are important for the operational and strategic orientation of a company	x	x
2.3	... to creatively solve problems.			
2.4	... to explain problems and their solutions in a comprehensive manner.			
3	Applied research skills			
3.1	... to know the research and analysis methods important in his/her field of study.			
3.2	... to appropriately apply the research and analysis methods.			
3.3	... to obtain innovative results using relevant research methods.			
4	Innovation management and management of digital transformation			
4.1	... to have fundamental knowledge of operational innovation processes and of processes of digital transformation.			
4.2	... to assess a company's innovation potential and its needs/opportunities with respect to digital transformation.			
4.3	... to develop complex technological strategies and strategies for managing digital transformation.			
5	Management of the challenges of global sustainability and awareness for social and corporate responsibilities			
5.1	... to have a sound basic knowledge of sustainability issues.	... familiar with the relevant challenges and the pillars of modern and social responsible human resources management	x	
5.2	... to identify and analyze sustainability issues and their causes.	... familiar with the relevant challenges and the pillars of modern and social responsible human resources management	x	
5.3	... to develop sustainability strategies.			

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, relevant chapters of books and articles.

The assignment of the tasks related to the case studies will take place on October 19th in the second session. The presentations will be held according to the schedule between November 29th and December 21st, 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.

Literature and Course Materials

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. (2023). *Human Resource Management, Global Edition*, 17th Edition. Pearson.

Lussier, R. N. & Hendon, J. R. (2017). *Human Resource Management*. 3rd 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*, 11th Edition. Pearson.

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

Assessment

- | | |
|--|-----|
| • 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% |

Schedule (optional)

The course will start with a kick-off meeting on October 5th at 9.45 H and usually take place once a week, on Thursdays, at the same time in room W4.1.06.

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