



APPLIES TO ACADEMIC YEAR 2012/2013

MAN 1601/1602/1613/1614 Human Resource Management

Programme

Master of Management in Lithuania

Responsible for the course

Ilona Bučiūnienė

Department

Department of Leadership and Organizational Behaviour

Term

According to study plan

ECTS Credits

30

Language of instruction

English

Introduction

This program provides a strategic approach to human resource management (HRM) and focuses on human resource management as a source of sustainable competitive advantage of an organisation. The main accents of strategic approach to HRM emphasise the integration of personnel policies across functions and with the corporate strategy (with HRM being the downstream function); a greater role for line managers; a shift from collective to individual relationships; and an accent on enhancing company performance. The program emphasizes the HRM - organisational performance linkage which promotes strategic thinking in relation to the changing organisational environment.

The purpose of the course is to provide research-based competence and enable students to make their decisions in a reflected and holistic manner and to inspire successful management and change in the organisation through human resource at different stages of economic development. The program is designed for all level managers and HRM professionals who strive to successfully manage their human resources.

Teaching methods involve a big variety of advanced teaching methods, such as case studies, video training, simulation, debate, etc. The studies involve a lot of case studies of foreign and Lithuanian organisations, latest trends, research findings and business experience in HRM. Through the research work of their company situation, students resolve various HRM-related issues and problems.

Upon successful completion of the programme, students will acquire knowledge, insights, attitudes and abilities that give them flexibility to achieve success by managing human resource in a wide range of sectors, industries, and functions. Skills and competences developed throughout the programme will assist students in selecting employees and developing their competences, enhance their work motivation and direct their effort towards organisational goal attainment.

Learning outcome

Knowledge

- Participants will acquire research based knowledge on strategic human resource management and its role in obtaining of sustainable competitive advantage of organisation.
- Participants will acquire research based knowledge how to enhance employee attitudes such as motivation, job satisfaction, and commitment to the organization which leads to the desired organizational financial and non-financial performance

Skills

- Participants will develop skills in selecting employees, coaching and developing their competences, enhance their work motivation and direct their effort towards organisational goal attainment.

Attitudes/competence

- Students will acquire competence which enables them to make decisions in a reflected and holistic manner and to inspire successful management and change in the organisation through human resource.

Prerequisites

Bachelor degree and 4 years work experience. Please confirm our Student regulations.

Compulsory reading

Recommended reading

Course outline

1st course module Strategic HRM, HRM-performance linkage
2nd course module Employee recruitment and selection
3rd course module: Employee retention: employee motivation and development.
4th course module: Performance management: performance appraisal and compensation.
5th course module Legal HRM aspects

Computer-based tools

None.

Learning process and workload

The programme is conducted through five course modules, a total of 150 lecturing hours. Project tutorials differ in each Master of Management program. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to one hour pr. students following an ordinary Master of Management program. For students taking the program as their final Master of Management program the tutorials offered are estimated to a total of three hours pr. student.

Teaching methods:

Lectures, case studies, video training, simulation, debate, group exercises, individual independent study research project (semesters 1,2,3), Master's thesis (semester 4),..

Examination

The students are evaluated through a term paper, counting for 12 credit hours and an individual 5-hour written exam, counting for 18 credit hours. Both evaluations must be passed to obtain a certificate for the program. The term paper may be written individually or in groups of maximum three persons.

For students taking this as the final Master of Management Program the following applies:
The students are evaluated through an individual term paper, counting for 18 credit hours and an individual written exam, counting for 12 credit hours. Both evaluations must be passed to obtain a certificate for the program.

Examination code(s)

MAN 16011 - term paper; counts for 100 % to pass the program MAN 1601, 12 credits
MAN 16021 - 5-hour written exam; counts for 100 % to pass the program MAN 1602, 18 credits
Both evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

MAN 16131 - individual term paper; accounts for 100% to pass the program MAN 1613, 18 credits

MAN 16141 - individual 5-hour written exam; accounts for 100% to pass the program MAN 1614, 12 credits

Begge kurs / eksamener må bestås for at vitnemål i programmet skal bli tildelt.

Examination support materials

Open book open notes

Re-sit examination

At the next ordinary exam.

Additional information

Language of instruction:

Lithuanian, English (Topic: "Changes in organizations and their impact on human resource management").

Articles

Purcell J., Huchinson S., (2007) Front line managers as agents in the HRM-performance causal chain: theory, analysis and evidence. *Human resource management journal* , Vol. 17, No.1. pp.3-19 (16).

Cornner J., Ulrich D., (1996) Human Resource roles: creating value, not

rhetoric *Human Resource Planning* , Vol. 19 Issue 3, p38-49 (12)

Pauwe J., Boselie P., (2005) HRM and performance: what next? *Human resource management journal*, Vol 15, No 4, pp.68-82 (15).

Herzberg F. (2003) One More Time: How Do You Motivate Employees? *Harvard Business Review* . Vol. 81, Issue 1.

Hansen F., Smith M., Hansen R.B. (2002) Rewards and recognition in employee Motivation *Compensation & Benefits review* September/October, pp.64-72 (9).

Wanous, Reichers A.E. (2000) New employee orientation programs *Human Resource management Review* Vol.10 No.4 pp. 435-451 (17).

Cappeli P. (2008) Talent management for the twenty-first century/ *Harvard Business Review*, March 2008, pp 74-81 (8).

McCracken M., Walence M. (2000). Exploring strategic maturity in HRD – rhetoric, aspiration or reality? *Journal of European Industrial Training*, 24/8 pp.425-467 (42)

Kaplan R.S., Norton D.P. (2001) Transforming the balanced scorecard from performance Measurement to Strategic Management: Part I *Accounting Horizons* Vol. 15 No.1, pp.87-104 (27).

Kohn A. (1993) Why Incentive Plans Cannot Work. *Harvard business review* September-October pp.54-63 (9).

Rethinking Rewards. What role-if any-should incentives play in the workplace? (1993) *Harvard business review* November-December, pp.37-49 (12).

Case J. (2001) When Salaries Aren't Secret *Harvard business review* , May, pp.37-49 (13)

Pfeffer J. (1998) Six dangerous myths about pay. *Harvard business review* . May-June, pp.109-119 (11).

Adler P.S., (2003), Making the HR Outsourcing Decision *MIT Sloan Management Review* , Vol.45 No.1, Fall, pp.53-60 (8).

Cooke F.L., Shen J., McBride A. (2005) Outsourcing HR as a competitive strategy? A literature review and assessment of implications *Human resource management*, Vol.44, No.4, Winter, pp.413-432 (20).