



APPLIES TO ACADEMIC YEAR 2013/2014

MAN 1654/1655 Human Resource Management

Programme

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 (SHRM) and focuses on human resource management as a source of sustainable competitive advantage of an organisation. The strategic approach to HRM seeks to integrate personnel programmes, policies, processes and practices across the function and with the corporate strategy (with HRM being the downstream function); puts a greater role on line managers; makes a shift from collective to individual relationships; and seeks to enhance 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 program is to build research-based competence and to 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, peer-review essays, etc. The studies involve a lot of case studies of foreign and Lithuanian organisations, latest trends, research findings and business experience in SHRM. Through the team-research work of their company's HR situation, students build on their research skills and learn to 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 organization.
- 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.

Participants will develop the skills of analytical and critical thinking by writing team-based research paper,

-Participants will improve their team-work skills working on group assignments, cases and research.

-Participants will develop the ability to perform independent analysis based on research and personal experience.

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, corresponding to 180 credits from an accredited university, university college or similar educational institution.

The applicant must be at least 25 years of age.

At least four years of managerial work experience.

Motivation evidence to accomplish study requirements.

At least upper intermediate level of English.

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 module is conducted through five course modules, a total of 128 lecturing hours. Project tutorials differ in each Master of Management module. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials.

Teaching methods:

Lectures, case studies, video training, simulation, debate, group exercises, individual independent study research project.

Examination

The students are evaluated through a term paper, counting for 10 credit hours and an individual written exam, counting for 20 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.

Examination code(s)

MAN 16541 - term paper; counts for 100 % to pass the program MAN 1654, 10 credits

MAN 16551 - 5-hour written exam; counts for 100 % to pass the program MAN 1655, 20 credits

Both evaluations must be passed to obtain a certificate for the program.

Examination support materials

Specified support materials: written course material: books, notes, cases, etc. Personal PC is allowed, but mobile phones, other communication tools or electronic media not allowed.

Re-sit examination

At the next ordinary exam.

Additional information

Compulsory literature

248 pages (articles) 1511 pages (textbooks)

1759 pages in total

Books:

Fisher C.D., Schoenfeldt L.F. and Shaw J.B. (2006) Human Resources Management, 6th ed Houghton Mifflin Company.(820 pages)

Greenberg J., Baron R.A. (2003). Behavior in organizations: understanding and managing the human side of work, 7th ed. Englewood, Cliffs, N.J. Prentice Hall. (691 pages)

Articles

Buciuniene, I., Kazlauskaitė, R., Turauskas, L. (2012). Organizational and psychological employee empowerment in the HRM-performance linkage. *Employee relations*, vol. 34, No.2., p.138-158.

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 (p. 16).

Cornner J., Ulrich D., (1996) Human Resource roles: creating value, not rhetoric *Human Resource Planning* , Vol. 19 Issue 3, pages 38-49, (p.12)

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

82 (p.15).

Herzberg F. (2003) One More Time: How Do You Motivate Employees? *Harvard Business Review* . Vol. 81, Issue 1. P.87-96 (p.9)

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

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

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

McCrae M., Walence M. (2000). Exploring strategic maturity in HRD – rhetoric, aspiration or reality? *Journal of European Industrial Training*, 24/8 pp.425-467 (p.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 (p.27).

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

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

Case J. (2001) When Salaries Aren't Secret *Harvard business review* , May, pp.37-49 (p.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 (p.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 (p. 20).

Recommended literature

Ellet, W. (2007). *The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases* . Harvard Business Press.

Hatun, Andrés (2010). *Next Generation Talent Management*. Palgrave MacMillan, 163 p.

≈8 cases are handed out as additional readings.