

Course Guide



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- **MC-HUMRES-12B**
- **2018-2019**
- **Full-time**
- **part of**
International
Business Skills minor
- **Term B (2,5 EC)**
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1 Course Description

It is necessary for all students participating in the Minor International Business Skills to have a proper knowledge of Human Resource Management.

“All managers are HR-managers? In what way are employees and managers interact and why in that way? What’s the difference between managers and leaders?”

Think and challenge yourself by discussing these and more issues with your fellow students.

1) Course Description

All managers are in a sense HR-managers because line managers increasingly become involved in recruiting, training, performance and career issues. Essential to the management of human resources is the understanding of the context. This cannot be identified by objective parameters only but more so: by what is referred to as ‘personal competencies’ and expectations.

HRM (Human Resource Management) – policies are becoming an increasingly important tool in the realization of the strategic objectives of the organization. The emphasis is away from ‘things’ and more towards ‘ideas and personal constructs’. The management of ‘people’ is more complicated than the management of ‘processes’, and affects motivational theories and applications.

HRM is about getting the right person in the right place. And how to make that possible. This requires different skills, e.g. communication skills, (job) interview skills and teambuilding skills.

If you know how to deal with your colleagues, employees, team-members, then you can also manage your company and staff in the desired direction.

1. TERM A

HRM is about getting the right person, the right time in the right place and keeping them. Developing the skills and capabilities through changing circumstances and if necessary take care of output of people that are superfluous due to circumstances or not capable to meet the requirements of the new times. And how to make that possible. This requires different skills, e.g. communication skills, (job) interview skills and teambuilding skills.

Therefore, it is very important to know your own abilities and capacities and have an insight in your own goals, values and qualities and in the differences between people with different backgrounds.

You as an employee with ambitions, **“Brand U”**, and be – given your capacities – be on the right place on the right time, to promote yourself in a proper way and take the right personal development steps to keep on being an effective operating professional.

2. TERM B

In term B it’s all about HRM & **Team Development** & Synergy & Accountability. You need to develop your personal vision on teamwork and you must explain what you added to the team to make the teamwork a success.

If you know how to deal with your colleagues, employees, team-members, then you can also manage your company and staff in the desired direction.

2 Course Goals and Learning Objectives

Learning Objectives

- Understand and compare the different employee processes (recruitment, developing, dismissal)
- Identify and describe the major employee testing techniques and understand their importance
- Define the concepts of performance management and appraisal
- Control the different interview–techniques in relation to HRM
- Understand what is important to you in your personal life to understand better how people act and react in teams (linked to the Belbin- team roles).
- Understand team dynamics, synergy and accountability
- The power of communication
- How to influence people / negotiation

2.1) Course objectives/Goals

The main goal is providing students with a thorough but basic outline of HRM-theory and practice, combined with the explicit encouragement for students to take it from there. And learning more about themselves. The theory concerns for example:

- Understand and compare the employee recruiting and developing process
- Identify and describe the major employee testing techniques and understand their importance - Define the concepts of performance management and appraisal.

It also demands a great deal of self-reflection because of the emphasis on feedback and evaluation of the exercises and role-plays.

- Develop personal (communication) capabilities and credibility; is inspired by the responsibility of acting in accordance within the system of company-targets and a system of (moral) values (corporate culture) and taking into account the effect of one's own activities
- Ability to manage people: regulate one's own behavior or approach to suit the situation; learn by direct hands-on experience; adapt to and work effectively with a variety of situations, individuals, or groups; developing analytical skills and problem-solving abilities and to influence others.
- Ability to manage teams; adjust one's own needs and behavior to the targets and dilemma's.
- Understanding of the business in relation to HRM: is able to link organizational theories with HRM and to break complex problems down into component parts and make reasoned judgments; can make a reasoned selection between alternative solutions and evaluate results
- Knowledge of HRM practices and the different job-interview techniques in relation to HRM.

3) Place in the Curriculum and Related Courses

The course of Human Resource Management is offered as a part of the International Business Skills Minor to third and fourth-year students of Utrecht University of Applied Sciences.

Related courses: all other IBS courses.

4) Study Burden (Term A and B)

5 x 90-minute lessons (including preparations)	: 45 hours
Homework (15 x 3 hours)	: 45 hours
extra assignments	: 50 hours
total	140 hours (= 5 EC)

5) Pre-requisites

Not applicable

6) Exeception Possibilities

None

7) Competencies

7.1) Personal Competencies

Competence: **personal vision**

The student is able to define his/her own vision about HRM in the broader content and context from strategic plans. And is able to explain this vision to others.

Competence: **Pro-activity**

The student is able to develop a pro-active attitude and responsibility for own actions. And be able to reflect towards themselves about failures and personal growth and can therefore make changes whenever necessary.

Competence: **Empathic and Intercultural Communication**

The student had the ability and shows how to interact in an empathic and efficient way with students from other cultures. And can build the bridge to effective HRM on a global level using the cultural differences as an asset.

Competence: **Teamwork**

The student can work in a team, where leadership, judgement, negotiation, research, personal and teamreflection are the key words to progress the development of this competence. Working together to get the assignments delivered in time.

Competence: **Learning Ability**

Personal and team reflection is important to discover the learning ability curve. The student is able to show themselves, the other teammate and lecturer(s) how the learning ability was developed during the whole course.

7.2) Profession-related competencies:

<i>International Business Competencies</i>	
1. Intercultural Adaptability	The ability to explain the differences between national, organisational and occupational cultures and to outline strategies for adapting to these differences in e.g. human resources management, marketing and intercultural communication. The student can identify the relevant dimensions of cultures and has developed self-awareness of his own cultural background. He/She is able to adapt his behaviour to the standards in other cultures and can maintain an international network essential to his/her tasks.

Generic Competencies:

<i>Interpersonal competencies</i>	
1. Co-operation	The ability to actively contribute to a group product or result.
2. Communication (oral and written).	The ability to express himself/herself fluently and correctly in English, both in speech and writing.
<i>Intra-personal competencies</i>	
3. Learning and self-development	The ability to know his strengths and weaknesses and to indicate how and when he intends to improve his weaknesses; he/she knows the limits of his/her competencies and can critically evaluate and account for his/her own actions; he/she can take criticism and put it to good use. Takes initiative and works independently.

8) Didactic Forms

Session: lecture/workshop

Teamdynamics and personal and team reflection: Belbin, Teamperformance (Drexler & Sibbet), 5 phases in teamdevelopment (Tuckman)

Stephen Covey, 7 habits

Self-reflection: with (at least) one of the above mentioned theoretical models.

Self-study

Research

9) Student activities

Didactics & assignments

The course has a dual concern for organizational and HRM theory and practical exercises, on a personal and team-level. Lecturing, interactive class discussions and presentations will be combined during the lectures.

In week 2 and week 4 you need to prepare and make several assignments individual and as a team, which will have to be worked out in a presentation for a formative assessment. Another team of students and the teacher/coach will give feedback.

In week 3 and week 5 all teams need to prepare a presentation about the theory of HRM, a concise analysis.

Every week you need to email the presentations 24 hours prior to class to the teacher/coach. The presentations about the theory will be placed online for all students.

The presentations and coaching will be discussed in class, therefore class attendance and homework are mandatory. If you're absence is more than 2 times you are not permitted to finish this module. You need to inform your lecturer why you're absent. The role of the lecturer is more coaching than teaching related. More detailed guidance will be given during the lectures.

Assignments

This course will be examined in different ways: individual assignments about the theory and team assignments. Specific information about the assignments will follow during class.

10) Assessment

Type of Assessment	Weighting	Min. Mark
Term A: (Team) assignment: <ul style="list-style-type: none"> - mini lecture IHRM subject - analysis of cultural diversity in team and effects on IHRM. - managerial aspects of teamwork (Indiv.) assignment: <ul style="list-style-type: none"> - (indiv.) career canvas (Business Model You) - Personal Development Plan - Peer review on indiv. teamrole 	50%	5,5
Term B: Indiv. Portfolio <ul style="list-style-type: none"> - Analysis of team - Reflection on teamwork Team assessment <ul style="list-style-type: none"> - Individual contribution. - Feedback from teammembers. 	50%	5,5
Indiv. final marks are given and uploaded when team assignment (= mini lecture and final team assessment) are executed sufficiently		

Fraud / plagiarism

- Cases of fraud (e.g. plagiarism) are treated with the utmost seriousness. Lecturers and examiners refer all cases to the Exam Board.

Pass / fail

- **Students with marks lower than 5.5 will fail.** Students that infringe upon copyrights or copy and paste the work of other authors without reference are disqualified.
- The team working paper will be graded. Individual marks will be given in accordance with team contributions, self-assessment and class attendance.

Re-sit

- In accordance with art 24 part 3 of the UBS 'Education and Examination Rules and Regulations' **two test moments will be offered**. The first moment is at the end of the block and the second moment immediately afterwards. Dates will be announced at the start of the block. **You need to register yourself for a redo at the student information point. Be aware of that!**
- A student is entitled to only one re-sit for an exam, in this case a team working paper. Resit teams will be formed by the lecturer of this module.
- In case **the team working portfolio is delivered after the indicated due date (max. 5 days prior to the team assessment)**, the team will automatically receive a 'failed' (f) mark. There will be no re-sit in such cases. If it concerns the late delivery for a re-sit you will be given a 3 (three).
- After the grading of the team working papers a particular day for **exam inspection** will be set and announced. During the exam inspection team working papers will be distributed and the deadline for the re-sit made public. Students need to register with the lecturer for a re-sit. In case of failure to do so no other re-sit will be offered. There will be no exam inspection following the re-sit, unless a particular team voices such a request.
- In case of **litigation** students and teams are themselves responsible for proving delivery dates, and for reproducing the team working paper as marked by the lecturer.
- All **administrative matters** will be handled through the school administration.

11) Course Material, Literature

	Mc Kenna E. & Beech, N. (2014) Human Resource Management. A Concise Analysis 3 rd edition Pearson, ISBN 978-0-273-75548-7			
	http://www.coursesmart.co.uk/IR/7246913/9780273755487?_hdv=6.8			
	Tim Clark, Alexander Osterwalder and Yves Pigneur (2012) Business Model You. One page Method for Reinventing Your Career, Wiley. ISBN 978-1-118-15631-5			
	BusinessModelYou.com			

Hand-outs in class by lecturer

PowerPoint/Prezi presentation per class

Websites:

Company websites according to obligatory weekly assignments:

www.corequalities.com

www.belbin.com

12) Course planning and content

- Every week you need to prepare yourself.
- Every mini-assignment you need to work out and bring it with you to the lesson.
- Deadline portfolio term A week 44 (October 28th), 23.59h. Grades will be given in Osiris in week 45/46.
- Deadline portfolio term B week 3 (January 13th, 23.59h. Grades will be given in Osiris in week 4/5
- If you have a redo for term A, deliver this term B, January 13th, 23.59h or earlier if possible.
- If you have a redo for term B, deliver this term C, March 24th, 23.59h or earlier if possible.

TERM B HRM & TEAM DEVELOPMENT

Week	Preparation by student	Content Lessons
46 (1)	No preparations	<ul style="list-style-type: none">- Content term B- Theories team development
47 (2)	(Online) article(s) Questionnaire for coaching	<ul style="list-style-type: none">- Coaching during class
48 (3)	Chapters 8 & 9, HRM a concise analysis	<ul style="list-style-type: none">- Performance Management and Reward management- Coaching (on demand)
49 (4)	Analyse differences (culture, gender, etc.) in team and the possible effects on teamwork	<ul style="list-style-type: none">- Coaching during class
50 (5)	Chapters 10 & 4, HRM a concise analysis	<ul style="list-style-type: none">- Training & Development and Organisational Change- Coaching (on demand)
51 (6)	Presentations in Apeldoorn	No class
2 (7)	<p>Team assessment: will be planned during classes in term B</p> <p>Sent your mini portfolio (PDF) max. 5 days prior to the assessment to the assessors</p> <p>Week 5/6: Grade term B in Osiris</p>	

13) Course Evaluation

Evaluation of the course and exam will take place at the end of the block on the authority of the Institute.