



[HRM] Human Resource Management

Introduction

This course takes a systemic, strategic and generalist perspective to the management of people in organizations.

- *Systemic*, in the sense of focusing on the whole, integrated system of people management policies and practices, rather than dealing with individual policies in a piecemeal fashion.
- *Strategic*, in that it studies the connection between people management policies and the firm's overall strategy (i.e., the connection between human resource management and the overall formulation and implementation of the firm's strategy).
- *Generalist*, because the goal is not to train managers to become people management specialists; instead, the goal is to help executives integrate a solid body of knowledge and skills related to people management with their preexisting functional and general expertise.

The emphasis is on how to confront practical issues from the organization's point of view in a variety of industry contexts and considering new technological developments changing how we manage people.

Objectives

The course should help participants develop an understanding of fundamental issues in HRM. They will acquire the basic knowledge and skills to analyze and evaluate the situations in which important people management issues arise. The issues will be framed with a "strategic fit" perspective, remembering that the way an organization competes in the market will influence and be influenced by how that organization manages its people. This course aims to develop participants' awareness and thinking to assess and analyze human resource initiatives at a strategic level, and to consider the operational implications of such strategic initiatives. In sum, the objectives of this course are to help participants to:

- Become familiar with people management processes
- Understand the strategic fit of people management and the organization with an integrative understanding of how the primary functions of HRM relate to each other and to the broader business strategy
- Assess the relevance and applicability of specific HR practices in developing organizational

capabilities and promoting organizational success

Learning Outcomes

After taking the course, participants will develop an understanding of the fundamental issues in human resource management. This course is not intended for personnel specialists. Instead, it aims to help executives acquire the general management skills needed to make decisions in complex situations involving people, understand the implications of particular organizational systems, and effectively lead and motivate people within existing organizational systems. The following areas will be covered in class:

- Organization and HR goals and strategies to identify, develop and retain a diverse workforce
- New trends in HR strategies
- HR planning, design, analysis and organization
- Employee staffing – recruitment, selection, development, and termination
- Performance appraisal
- Organizational career management and talent retention
- Compensation management and strategy
- Firm strategy and people management
- Personal experiences of successful people managers

Competences

Basic

CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.

CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study

CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General

CG1 – To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions.

CG3 – To work on a team in multicultural business environments, inspiring trust in colleagues and partners, commitment to achieving the objectives, and delegating tasks and decisions.

CG4 – To understand and apply the mechanisms that generate an atmosphere of cooperation, communication, and trust among the members of a team or organization.

CG5 – To identify the catalysts of personal and organizational change to foster the entrepreneurial and innovative behavior that makes it possible to adapt to changing business environments.

CG7 – To distinguish and categorize relevant information effectively for business decision making.

CG13 – To make and validate hypotheses on personal or business reactions to different decisions and circumstances in order to develop methodical, solid learning about oneself and one's organization.

Specific

CE9 – To analyze and assess human resources policies (evaluation, incentives, promotion, training, etc.) within the strategic and cultural framework of the company and its sector.

- To understand and learn how to improve the design of people management practices and policies.
- To acquire skills to identify and develop the talent of the organization's members.

Content

The course comprises sessions on strategic HRM and a range of specific people management functions including performance appraisal, compensation, staffing and talent development. Each of these specific people management functions will be discussed with reference to broader issues of people management. We will introduce an overarching framework that we will utilize throughout the on campus and consolidation sessions and which serves as a diagnostic tool to assess the effectiveness of HRM.

This course builds on the prior course on leadership by focusing on the management of organizational policies and practices related to people. Leadership is not exercised in a vacuum. The organizational context reflected in people management systems can greatly facilitate or hinder the success of leadership development and change management programs, and leaders must also work through such systems.

Some learnings covered in class will include:

- The link between people management policies and several organizational goals, such as creating intangible sources of organizational value to investors, serving the real needs of customers, and developing organizational capabilities and individual skills and competences
- Understanding how people management policies of an organization may need to be adjusted because of technological, demographic, regulatory and economic changes in the environment.
- Deeper understanding of how policies and practices to manage people — involving selection, development, promotion, compensation, etc.— help or hinder the building of organizational capabilities and the achievement of the organization's strategic goals.

Evaluation

Participants will be graded on the following components:

SE1 (Individual assignment submitted in the preparation weeks): 10%

SE2 (Presentation Writing work/Individual assignment submitted during the first half of the consolidation weeks): 30%

SE4 (Class participation/Participation on campus): 40%

SE4 (Class participation/Written Participation in the discussion board during the second half of the consolidation weeks): 20%

Please note that the quality and quantity of participation are both important, although the former will weigh more than the latter.

- 1) Quality of participation. Quality is assessed based on the extent to which you offer key insights

related to the topics at hand and the extent to which you listen, respond to, and build upon others' comments.

- 2) Quantity of participation. Quantity is the extent to which you offer appropriate comments on a regular basis.

Bibliography

Recommended Books (Optional)

Charan, R., Barton, D., & Carey, D. (2018). *Talent wins: the new playbook for putting people first*. Boston: Harvard Business Press.

Ulrich, D., & Brockbank, W. (2005). *The HR Value Proposition*. Boston: Harvard Business School Press.

Sustainable Development Goals (SDG)

SDG 1 – No Poverty

SDG 2 – Zero Hunger

SDG 4 – Quality Education

SDG 8 – Decent Work and Economic Growth

SDG 9 – Industry Innovation and Infrastructure

SDG 10 – Reduced Inequalities

SDG 11 – Sustainable Cities and Communities

SDG 12 – Responsible Consumption and Production

SDG 16 – Peace, Justice and Strong Institutions

SDG 17 – Partnerships for the Goals

Professor's Biography

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Ph.D. in Organizational Behavior, Harvard University

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John Almandoz is Professor in the department of Managing People in Organizations and holder of the Juan Antonio Perez Lopez Chair. Prof. Almandoz is the academic director of the New York Campus of IESE and teaches courses in MBA, executive, and global executive MBA programs on leadership, organizational behavior, and HR. He has published in prestigious journals like the Academy of Management Journal and Administrative Science Quarterly and participates in research in entrepreneurship, institutions, and top management teams and boards of directors.

He is an editorial board member of Administrative Science Quarterly and a reviewer for the Academy of Management Journal, Administrative Science Quarterly, Organization Studies and other journals. He has presented papers at various international conferences and seminars, including at Harvard, MIT, Oxford, and the Academy of Management.

His background includes experience in actuarial consulting, corporate banking, and the management of non-profit organizations.