Syllabus
HRM5101 Modern HRM Practice
Prof. Dr. Carsten Weber
Winter Semester 2023/24

Level	Master		
Credits	3 credits		
Student Contact Hours	2		
Workload	90 hours		
Prerequisites	A general knowledge of human resources management is required.		
Time	9.45 – 11.15 + 11.30 – 13.00		
Room	W4.2.04		
Start Date	11.10.2023		
Lecturer	**Name**	Prof. Dr. Carsten Weber	
	Office	W3.1.01	
	Virtual Office	https://zoom.us/j/7582319745?pwd=bTh0SHJDNU5xczJoSmRzTHFoY1JTdz09	
	Office Hours	not yet decided (see Moodle)	
	Phone	+497231286316	
	Email	carsten.weber@hs-pforzheim.de	

Summary

At the beginning of their master's degree program, the participants will get to know the most important aspects of contemporary human resources management (HRM) from strategic to operational level.

In addition to the input from the lecturer, the students reflect current practices in group discussions and even work through some case studies. The participants acquire a deep understanding of the fundamentals of HRM which are necessary for the other courses in the master's program.

The course, therefore, focuses on knowledge enhancement and expansion.

Outline of the Course

The lecture will cover the foundational HR concepts and practices.

- Introduction into HRM
    - Definitions, objectives and development of HRM
    - Modelling HRM

- Strategic HRM: Policies and strategies
    - HRM as part of corporate management
    - HR strategy development
    - Megatrends and its potential impact on HRM

- Role and organization of HR function
    - HR Business Partner organization
    - Modern HR organizations

- Personnel planning and HR Controlling
    - Quantitative personnel planning
    - Qualitative personnel planning
    - HR Controlling
    - HR Analytics

- Recruitment and Selection
    - HR Marketing & Employer branding
    - Recruiting process and methods
    - Selection
    - Onboarding

- Flexible Working Arrangements
    - Working time
    - Workplace

- Compensation and Benefits
    - Compensation
    - Benefits
    - Incentives
    - Performance Management

- Termination
    - Individual dismissals
    - Collective layoffs

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

Program Intended Learning Outcomes		Course Intended Learning Outcomes	Assessment Method
After completion of the program the students will be able…		After completion of the course the students will …	Written Exam
			100%
			Individual
1	**Responsible Leadership in Organizational Contexts**		
1.1	…to demonstrate their sound knowledge of theories and concepts in the area of Human Resource Management.	• understand the basics of SHRM and know about the HR organizational settings • know the basics of important HR practices	x
1.2	…to expertly apply Human Resource Management theories and concepts to organizational contexts.	• be able to place these HR basics in the organizational context as well as describe the relevant interfaces to other processes • be able to apply these HR basics to different organizational contexts	x
2	**Creative Problem Solving Skills in a Complex Business Environment**		
2.1	…to identify challenges in the area of Human Resource Management.	• be aware of current trends such as digital transformation and demographic development and understand how these affect HRM	x
3	**Applied Research Skills**		
4	**Transformation and Collaboration Skills**		

Teaching and Learning Approach

The course is basically designed as a lecture with integrated group discussions and case studies. In order to understand the contemporary aspects of the different HRM practices, the students will collect and prepare examples of relevant current HRM practice. The students will have access to the necessary material on the e-learning platform. In addition, a reader will be available with relevant chapters of books and articles.

Literature and Course Materials

Dessler, G. (2020). Human Resource Management, Global Edition, 16th Edition. Pearson.

Durth, S. et al. (2022). HR's new operating model, McKinsey & Company, https://www.mckinsey.com/~/media/mckinsey/business%20functions/people%20and%20organizational%20performance/our%20insights/hrs%20new%20operating%20%20model/hrs-new-operating-model.pdf

Fulmer, I. et al. (2023). Compensation and performance: A review and recommendations for the future, Personnel Psychology 76, pp. 687-718.

Gratton, L. (2011). Workplace 2025 – what will it look like?, Organizational Dynamics, 40, pp. 246-254.

Mondy, R. W. & Mondy, J. B. (2012). Human Resource Management, Global Edition, 12th Edition Pearson.

Snell, S. & Bohlander, G. (2013). Principles of Human Resource Management, International Edition, 15th Edition. South-Western Cengage Learning.

Torrington, D., Hall, L., Taylor, S. & Atkinson, C. (2020). Human Resource Management, 11th Edition. Pearson.

Ulrich, D. (2023). Ten Provocative Evolutions in Human Capability: The Best is Yet Ahead | LinkedIn. https://www.linkedin.com/pulse/ten-provocative-evolutions-human-capability-best-yet-ahead-ulrich-1c/

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

Ulrich et al. (2013). The state of the HR profession, Human Resource Management, 52(3), pp. 457-471.

Yeung, A., & Ulrich, D. (2019). Reinventing the organization: How companies can deliver radically greater value in fast-changing markets. Harvard Business Review Press.

Assessment
Exam   60 points

To pass the exam, 30 out of 60 points have to be attained.

Schedule
The lecture will start on October 11th and take place regularly, once a week, on Wednesday, until November 29th. Exam on December 13th.

Please check the LSF for the most current scheduling information.