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Module 3:

Human Resources Management: research, analysis, planning and implementation

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	Topic	Theory (hours)	Practice: exercises+seminars (hours)
1	INTRODUCTION TO HUMAN RESOURCES MANAGEMENT	6	2
2	SEARCHING TOOLS	12	2
3	SUPPLY AND DEMAND	12	2
4	ROLES	12	2
5	INTELLECTUAL CAPITAL	16	1+3
6	COMMUNICATION CHANNELS	12	4
7	TRAINING AND MOTIVATION	12	4
8	TACTICAL AND STRATEGIC PLANNING	16	4
9	IMPLEMENTATION OF THE PROGRAM	12	4
10	ACHIEVING CHANGE	10	2
	Total	120	30

1) INTRODUCTION TO HUMAN RESOURCES MANAGEMENT

HOURS: 8 = theory 6 + practice 4 (exercises)

The main goals: To have the concept Human Resources Management definition and it's strategic factors. To be able to understanding the evolution of labour market and what's happening in the world. To have an overview of the reason companies did some labour choices..

THEORY

What is Human Resources Management. The definitions of Human Resources Management. Understanding people management in contemporary organizations (Define the term organizational behavior and HRM, contrast Theory X and Theory Y assumptions about employees, human vs social capital in organizations)

How HR functions and techniques help an organization to perform effectively and assist organizations to achieve a competitive advantage through the "service people".

Why Human Resources Management. Human Resource Management (HRM) is a relatively new approach to managing people in any organisation. People are considered the key resource in this approach. it is concerned with the people dimension in management of an organisation. Since an organisation is a body of people, their acquisition, development of skills, motivation for higher levels of attainments, as well as ensuring maintenance of their level of commitment are all significant activities. These activities fall in the domain of HRM.

Case histories

Amazon

Ryanair

EXAMPLE OF PRACTICAL EXERCISE

Imagine to open a new company that provide services (e.g. Financial Services or what you prefer).

What classical or modern models you'd like to apply and why.

2) SEARCHING TOOLS

HOURS: 14 = theory 12 + practice 2 (exercises)

The main goals: To know the main tools available for searching candidates, instruments for job analysis, recruiting, interviews, test and questionnaires. At the end of this section participant will be able to write a plan for recruiting peoples for specific companies.

THEORY

Nowadays there are many companies specialized in recruitment. Even if you decide to ask to this companies you need to know how it work to improve results in the best way.

We can resume searching activities in 9 steps:

- Step 1: Identify Vacancy and Evaluate Need
- Step 2: Develop Position Description
- Step 3: Develop Recruitment Plan
- Step 4: Select Search Committee
- Step 5: Post Position and Implement Recruitment Plan
- Step 6: Review Applicants and Develop Short List
- Step 7: Conduct Interviews
- Step 8: Select Hire
- Step 9: Finalize Recruitment

EXAMPLE OF PRACTICAL EXERCISE

Imagine a vacancy for your company (e.g. Controller) and write a recruiting plan.

3) SUPPLY AND DEMAND

HOURS: 12 = theory 12 + practice 4 (exercises)

Main goals: To know how to read and understand HR Market (Supply and Demand) and scenarios.

THEORY

The market analysis of supply and demand is one of the most important parts of any business strategy. Do it right, and you will have a clear idea of the path down which you are headed. A good market analysis will enable you to lure investors, sidestep pitfalls, and most importantly, attract customers.

If you know what your market asks, you are able to find the best people you need to realize it.

PRACTICE

1. Discussing and evaluating market analysis in your city, in your geographical area (e.g. Region) and nation.
2. Market analysis of costs of jobs in the world and how the home based job is changing it.

EXAMPLE OF PRACTICAL EXERCISE

Choose a traditional job (e.g. Financial work officer) and imagine how it could be turned into a Home based job.

4) ROLES

HOURS: 14 = theory 12 hours + practice 2 (exercises)

Main goals: To know what is a organizational chart, how to read and create one. Be able to write activities, instruction and how it can improve internal relationships.

THEORY

Organizational Chart shows the internal structure of an organization or company. The employees and positions are represented by boxes or other shapes, sometimes including photos, contact information, email and page links, icons and illustrations. Straight or elbowed lines link the levels together. This creates a clear visual depiction of the hierarchy and ranks of different people, jobs and departments that make up the organization.

There are many types of Organizational Charts: Hierarchical, Matrix, Flag and other new models.

PRACTICE

- Discuss the pros and cons of different types of Organizational Chart.
- Try to move mansions and activities from a role to another in the same company

EXAMPLE OF PRACTICAL EXERCISE

Try to write different types of Organizational Chart for same company with same roles.

5) INTELLECTUAL CAPITAL

HOURS: 20 = theory 16 + practice 4 (1 exercises and 3 seminars)

Main goals: To know the definition and meaning of Intellectual Capital, performance and tools to improve it.

THORY

The term “Intellectual Capital” collectively refers to all resources that determine the value of an organization, and the competitiveness of an enterprise. Understandably, the term “intellectual capital” from a human resources perspective is not easily translatable into financial terms. For all other assets of a company, there exist standard criteria for expressing their value. Perhaps, this term could more appropriately be called a “non-financial asset.” In an article written by Paolo Magrassi titled “Taxonomy of Intellectual Capital”, 2002, Mr. Magrassi defines human capital as “the knowledge and competencies residing with the company’s employees” and defines organizational intellectual capital as “the collective know-how, even beyond the capabilities of individual employees, that contributes to an organization.”

Although there has been an increasing interest in intellectual capital and an increasing interest in how it might be managed, there has been little written to succinctly describe and define the concept. This column is intended to provide an overview of intellectual capital, where it fits into an organization, what the component elements of it are, and what might be done to manage them.

Intellectual capital can include the skills and knowledge that a company has developed about how to make its goods and services. It also includes insight about information pertaining to the company’s history; customers; vendors; processes; stakeholders; and all other information that might have value for a competitor that, perhaps, is not common knowledge. Intellectual capital is therefore, not only organizational knowledge, it is also industry knowledge. It is the combination of both cognitive knowledge and intuitive/experience-related knowledge.

EXAMPLE AND PRACTICAL EXERCISES

Suggest different ways how to measure and evaluate intellectual capital

SEMINAR

Plan a seminar with an expert in Intellectual Capital

6) COMMUNICATION CHANNELS

HOURS: 16 = theory 12 + 6 (exercises)

Main goals: To know general Rules and tools of Communication Channels inside companies.

THEORY

Effective communication between a company and its employees enables businesses to fully tap into the unique knowledge, insights, and talents of its people. Often, the benefits stretch beyond pure profit. More open discussions help build a strong community within a firm, allowing workers to feel confident and happy, and to outperform expectations at their roles. To develop a corporate culture that is forward-thinking in its approach, thanks to team members who regularly contribute superstar ideas, here's how firms can improve internal communications.

Here a short list of ideas to improve internal communication:

- 1-Integrated video to communicates news and directions
- 2-Launch (or develop) an Internal Social Network
- 3-Start an open door policy
- 4-Set up a Wiki for Sharing and Building a Knowledge Base
- 5-Plan a system to communicat Up and Across
- 6-Be clear and transparent with company Goals and Objectives
- 7-Publish an internal newsletter
- 8-Use mobile tools

EXAMPLES OF PRACTICAL EXERCISES

- 1) Suggest at least two way of easy communication inside a company (anonymous or clear)
- 2) Imagine contents of a House Organ. What kind of information do you think to write inside?
- 3) Look at the list of idea suggested and try to add your ideas

7) TRAINING AND MOTIVATION

HOURS: 16 = theory 12+ practice 4 (exercises 2)

Main goals: To know how to motivate workers. Have a list of suggestion to improve motivation of Human Resources and a training plan to realize it.

THEORY

Human resource is one of the most important parts of an organization. Major activities carried out in the organization are controlled and held by the contribution of human resources. It plays important role in the development of organization beneficially. Stressed that it has same value and important for any organization like marketing, finance, production and organization management and cannot be avoided. The key role of human resource management in any organization is selection and recruitment, planning, training, development program for its employees and motivation of employees to step for improvement in the organization. Sharma (2006) stated that the major task for the human resource is to provide motivated employees to the organization. He further added that motivated employees are life blood for the organization. Growing numbers of job satisfactions and organization efficiency is the result of human resource motivation. Maintaining the level of motivation of employees in the organization is varied from other activities carried out in the organization and depend on the type of project. Mentioned that work satisfaction and also motivation are considered various in human resources.

Motivation is the strength of the people to make them able to choose specific work, to stay and work hard in the given position. The value of motivating employees is significant at all level of any organization (Kirstein, 2010). This is further explain how an organization motivation is a necessary part for the human resources, beginning from the organization manager must have knowledge and factor influence on the motivation of his sub employees to expect from them to perform well in the organization, goes through the employees to know expectations from their manager in work place end on the professional of human resources who has priority to motivate employee with well design learning and training system. Kovach, (1980) found that companies/ organization more like to have motivated and energetic employees rather than the person with high education but lack of energy. However, due to the different and difficult faces of human behavior it is not an easy job to motivate all of them according to the job expectations. Motivation of employees in any organization has a key role in human resources management where extra salaries/ incentives is the main tools used to motivate them. Another author Murphy (1981) suggested that based on nature of the job proportional, wages is the mostly used instrument to motivate the labor in organization.

EXAMPLE OF PRACTICAL EXERCISES

- 1) Imagine to plan a 2 days team building, all together with workers of a company. How can you plan this 2 days for the best motivation?
- 2) If you had a Team Building experience, write what you remember about it and if it was useful for motivation participants.

8) TACTICAL AND STRATEGIC PLANNING

HOURS: 20 = theory 16 + practice 4 (exercise)

Main goals: To learn tactical and strategic planning for not losing control. To know how to have a long term vision of activities.

THEORY

Tactical Planning is Short range planning that emphasizes the current operations of various parts of the organization. Short Range is defined as a period of time extending about one year or less in the future. Managers use tactical planning to outline what the various parts of the organization must do for the organization to be successful at some point 1 year or less into the future. Tactical plans are usually developed in the areas of production, marketing, personnel, finance and plant facilities.

Basic differences between strategic planning and tactical planning:

1. Since upper managers generally have a better understanding of the organization as a whole than lower level managers do, upper management generally develops the strategic plans and because lower level managers generally have better understanding of the day to day organizational operations, generally the lower level managers develop the tactical plans.
2. Because Strategic Planning emphasizes analyzing the future and tactical planning emphasizes analysing the everyday functioning of the organization, facts on which to base strategic plans are usually more difficult to gather than are facts on which to base tactical plans.
3. Because strategic plans are based primarily on a prediction of the future and tactical plans on known circumstances that exist within the organization, strategic plans are generally less detailed than tactical plans.
4. Because strategic planning focuses on the long term and tactical planning on the short term, strategic plans cover a relatively long period of time whereas tactical plans cover a relatively short period of time.

Despite their differences, tactical and strategic planning are integrally related. Manager need both tactical and strategic planning program, and these program must be closely related to be successful. Tactical planning should focus on what to do in the short term to help the organization achieve the long term objectives determined by strategic planning.

EXAMPLE OF PRACTICAL EXERCISE

- a) Look at this Strategic Plan Example and try to write one new:

Vision: Improve my overall financial situation by increasing salary

Tier 1 – Strategy Advance career; get a raise

Tier 2 – Objective Get promoted to the next level of management. Meet with supervisor to discuss my strengths and weaknesses (determine current landscape). Determine what I need to do to move up on the corporate ladder (training, finding replacement, etc.) Set milestones with manager about proving I am ready for the next level of responsibility Pursue milestones as set forth by manager

Tier 3 - Actions

- b) Meet with manager to review training and other milestones and discuss actual promotion

9) IMPLEMENTATION OF THE PROGRAM

HOURS: 16 = theory 12 + practice 4 (exercise)

Main goals: To know how implement the program of Human Resources Management. Participants will have knowledge and skills of understanding, choosing and integration of the right system.

THEORY

Given today's new market reality and rapid changes in the business world, companies need to select and develop high potential talent who can maneuver in a hypercompetitive market and ultimately fill its top-tier jobs. Organizations can utilize the Human Resource Leadership Development Program as a tool to attract, develop and retain high potentials to fill the future HR leadership pipeline. However, this can be controversial and tricky to implement and maintain. The goal of this activity is to provide useful guidelines for those interested in designing, managing and/or evaluating the effectiveness of such programs. If carefully designed and managed well, this program of implementation provide an effective way for organizations to train and develop the HR leadership of tomorrow.

Karina Li Ming Kuok, Bradford S.Bell in their book "*Design, Implementation, and Evaluation of HR Leadership Development Program*" suggest four key sections to program design and implementation:

- 1- Selection criteria for program participants
- 2- Structure of rotational assignments
- 3- Supplementary development opportunities
- 4- Program administration responsibilities

EXAMPLE OF PRACTICAL EXERCISE

Imagine to managing an NGO in Helthcare area with 100 people employed and try to write an implementation program to develop Human Resource Management skills.

10) ACHIEVING CHANGE

HOURS: 12 = theory 10 + practice 2 (exercise)

Main goals: Learn the ability to change models and activities looking at cultural, economical and global aspects.

THEORY

Human Resources managers who want to undertake major transformation to stay competitive must work with all HR staff and/or colleague, to gain employee acceptance and support.

Having the right leadership and buy-in from the executive team is critical to unifying the organization behind a common strategic direction.

Another key is making sure all managers are equipped to coach their direct reports toward commitment. One-on-one conversations help individual team members analyze how the change will affect them, determine their level of commitment and choose how they will act. Questions managers should address with employees include:

What is changing?

Why is it changing?

How will it affect your area?

How will it affect each individual?

PRACTICES

Look at recent 20 years and make a list of all types of different scenarios you can find in Human Resources Managements in your city, area (e.g. Region) and country.

EXAMPLE OF PRACTICAL EXERCISE

Try to imagine future new scenario in Human Resources Management (e.g. you can imagine how new development of Artificial Intelligence could change it).