

COURSE
Human Resources Management

Academic Year: **2013-2014**

Semester: *2nd Semester 2013/2014*

Instructor(s):

Ana Rijo da Silva

Isabel Viegas

Course Description:

Human Resources Management

Course Content:

1. **THE HR FUNCTION: CONTENT AND ORGANISATION**
 - The aims of Human Resources Management and how it can benefit organisations.
 - The current role of Human Resources in organisations.
 - HR and its responsibility in engaging people towards organisational aims.
 - HR and its role in facilitating and managing change.
 - Skills and tasks in Human Resources.
 - The fundamental strategic importance of Human Resources in organisational management.

2. **MANAGING PEOPLE, BUSINESS STRATEGY AND ORGANISATIONAL CULTURE, THE LEGISLATIVE FRAMEWORK**
 - People as a strategic element in creating organisational assets.
 - The alignment of Human Resources policy with organisational culture and strategy. The legislative framework.
 - The importance of Human Resources policy.
 - Human Resources Management and organisational structure.
 - Managing staff and managing outsourcing.
 - Turnover and mobility management.
 - Changing ways to organize work.

3. **HUMAN RESOURCES MANAGEMENT IN ACCORDANCE WITH SKILLS AND EXPERTISE**
 - What is “expertise”?
 - Expertise management as a fulcral issue in Human Resources management.
 - Directories of Expertise.
 - Success factors in the application of skills/expertise management.



4. HUMAN RESOURCES RESOURCING

4.1 RECRUITMENT AND SELECTION

- The importance of choosing the right people for the organisation.
- Recruitment methodology.
- Strategies for attracting talent.
- Tools for selection: the importance of the interview.
- The growing use of on-line tools for selecting new staff.
- Welcoming new staff.

4.2 PERFORMANCE EVALUTION

- The aims and importance of performance evaluation.
- Is truly objective evaluation possible?
- Preparing and setting up a performance evaluation system.
- Evaluation methodology and the most common evaluation mistakes.
- 360-degree evaluation.
- The evaluation interview: the accepted value of structured feedback.

5. REMUNERATION: SALARY AND BENEFIT SCHEMES

- Defining remuneration strategies in touch with the market and with business strategy.
- Forms of fixed remuneration and deciding on salaries: tasks and salary structures.
- Variable remuneration systems.
- Benefit schemes.
- Worklife balance as part of the remuneration scheme.
- The importance of intangible forms of compensation for both individual employees and teams.
- Managing budgets.

6. TRAINING AND DEVELOPMENT

- Making training part of professional development.
- Drawing up and putting into practice learning and development strategies.
- Diagnosing training needs.
- Structuring training plans.
- The growth of e-learning
- Evaluating training.
- Managing knowledge in organisations.

7. MANAGING TALENT

- How to identify and manage what each employee does best.
- Strategies for managing talented employees.
- Managing low-performers
- What characterises today's careers.
- Building customised careers.
- The specific case of the international career.
- How to hold onto talent.
- Coaching and mentoring as management tools in employee development.



8. ORGANISATIONAL DYSFUNCTION

- Accidents at work.
- Absenteeism and employee turnover.
- Workaholism.
- Alcoholism.
- Theft and fraud.
- Harrassment.
- Discrimination and exclusion.

9. HUMAN RESOURCES INDICATORS

- The need to measure things in Human Resources.
- Human Resources Metrics.
- Measuring internal levels of satisfaction.

Course Objectives:

The main aims of this subject are as follows:

- To make undergraduate students aware of the importance of people management;
- To establish the strategic dimension of HR management;
- To provide a cultural, economic, technological e legislative perspective on the role of human resources;
- To familiarize the students with the most important tools for managing people.

Grading:

- **PROGRESS TESTS – 70%**
Two progress tests will be held. In neither of these tests will consultation of course material or bibliography be permitted. Each test will represent a contribution of 35% towards the final mark.
- **PRACTICAL TASKS, TO BE CARRIED OUT IN AN ORGANISATION - 30%**
These tasks will be monitored during practical classes and will represent a contribution of 30% towards the final mark – 15% due to the oral presentation and 15% due to the written report. The corresponding final report must be delivered by 31th May 2013. The mark attributed to this presentation may contribute towards increasing or decreasing the final mark by the maximum two of points, accordingly to continuous evaluation carried on during classes.
The mark attributed as a result of completing these tasks will be reduced by 50% if the student has been absent in more than 25% of the classes.
- **PRESENTATION**
As an option, students may decide to make a presentation on one of the course themes during the theoretical classes. This kind of presentation should last for between 15 and 20 minutes and may be delivered either individually or in groups of two or three. The mark attributed to this presentation may contribute towards increasing the final mark by one point, and will not, in any circumstances, be used to reduce the final mark.



- **MARKS FOLLOWING A FINAL EXAM**

The final marks of students who sit the final exam will be calculated as follows:

- Final Exam Mark: 70%
- Practical Tasks carried out in an organisation: 30%
- Contribution of the presentation evaluation towards the final mark will be guaranteed.

Bibliography:

ARMSTRONG, M., A Handbook of Human Resource Management Practice, 11th edition, London, Kogan Page, 2009

GOMES, J., CUNHA, M., REGO, A., CUNHA, R., CABRAL-CARDOSO, C. e MARQUES, A., Manual da Gestão das Pessoas e do Capital Humano, 1ª Edição, Lisboa, Edições Sílabo, 2008

COLLECTED READINGS FILE

Biography:

Head of the Human Resources department, of Calouste Gulbenkian Foundation, since September 2002, Ana Maria Garrido Rijo da Silva was born in 1961 and graduated in Economics and Business Management from the Catholic University of Portugal, having undertaken post graduate study in Actuarial Sciences at the same institution. In 1992, she completed her MPhil in Business Studies at the University of Warwick. Between 1984 and 1988, she was Assistant to the Management Department at her alma mater, where she also chairs the subjects within the fields of behavioural studies and human resources. In 1991, she was a guest lecturer at the Warwick Business School.

Throughout the 1990s, Ana Maria Garrido Rijo da Silva was responsible for coordinating and managing various degree subjects and scientific fields at institutions connected to the Catholic University of Portugal, including the Faculty of Economics and Business Sciences, the University Institute of Social Development and the Faculty of Human Sciences. She also held various consultancy roles and was member of the Commission for the Reorganisation of Tax Service (1997-1998) and the Commission for Drafting the Organic Law for the Ministry of Justice (1999). As a member of the "European Summer School for Advanced Management" (1992-1995) Consortium, she organised the organisation's 5th program that took place in June 1993.

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By appointment
