

## Operational Human Resource Management (F000821)

Due to Covid 19, the education and evaluation methods may vary from the information displayed in the schedules and course details. Any changes will be communicated on Ufora.

<b>Course size</b>	<i>(nominal values; actual values may depend on programme)</i>		
<b>Credits</b> 5.0	<b>Study time</b> 150 h	<b>Contact hrs</b>	45.0 h

### Course offerings and teaching methods in academic year 2020-2021

A (semester 2)	English	Gent	lecture	10.0 h
			seminar	10.0 h
			group work	10.0 h
			self-reliant study activities	15.0 h
			online lecture	0.0 h

### Lecturers in academic year 2020-2021

Apers, Catherine	EB23	lecturer-in-charge
------------------	------	--------------------

### Offered in the following programmes in 2020-2021

	crdts	offering
<a href="#">Master of Science in Public Administration and Management</a>	5	A
<a href="#">Master of Science in Sociology</a>	5	A
<a href="#">Exchange programme in Economics and Business Administration</a>	5	A
<a href="#">Exchange Programme in Political and Social Sciences</a>	5	A

### Teaching languages

English

### Keywords

Operational HRM, job analysis, competency management, employee performance management, career management

### Position of the course

"Operational HRM" aims to provide students with competencies in applying people management skills. This course can also be relevant for students who do not want to work as an HR manager because leaders are also responsible for HRM tasks (recruitment and selection, training and development, performance management, etc.) in addition to their broad managerial duties. Sooner or later, students will be placed in situations where their domain-specific knowledge and insights are not sufficient to be successful. Their success will also depend on their understanding of people management skills.

### Contents

Performance management Competency management Job analysis and job description Coaching Performance appraisal Personnel recruitment and selection Employee training and development Compensation and benefits Career management Employment relationships

### Initial competences

- Introduction in management, psychology, sociology, economy
- Builds further on the competencies in the course 'Human Resource Management in Public Organizations' (theoretical insights in Strategic Human Resource Management are of vital importance)

### Final competences

- 1 Being aware of the necessity of people management skills
- 2 Master level knowledge of people management skills (for example, being able to

conduct a state-of-the-art job analysis based on function analysis techniques, having master level insight into problems related to people management, having an evidence-based insight into people management)

3 Perform in a team-based way

#### **Conditions for credit contract**

Access to this course unit via a credit contract is determined after successful competences assessment

#### **Conditions for exam contract**

This course unit cannot be taken via an exam contract

#### **Teaching methods**

Group work, lecture, seminar, self-reliant study activities, online lecture, online seminar

#### **Learning materials and price**

Bernardin, J. & Russel, J. (2013) Human Resource Management: An Experiential Approach, 6/eH. McGraw-Hill ISBN: 0078029163 Slides Copies of HRM documents

Cases Papers

Estimated maximum cost: 50 euro

#### **References**

#### **Course content-related study coaching**

After the classes and during the classes; Feedback class about the group work

#### **Evaluation methods**

end-of-term evaluation and continuous assessment

#### **Examination methods in case of periodic evaluation during the first examination period**

Oral examination

#### **Examination methods in case of periodic evaluation during the second examination period**

Oral examination

#### **Examination methods in case of permanent evaluation**

Assignment, peer assessment

#### **Possibilities of retake in case of permanent evaluation**

examination during the second examination period is possible in modified form

#### **Extra information on the examination methods**

- The paper concerns a group work. The group assignment exists of 2 parts: (1) Team assessment report (75% of score for group assignment); (2) Training of hrm skill or leadership skill (25% of score for group assignment)

- Oral exam

#### **Calculation of the examination mark**

50% individual score on group work

50% oral exam