

The technologies of management \ Техніки управлінської діяльності

Professor: Elena A. Naumova
Coursename: The principal of the educational organization
Telephone: +380676571835
E-mail: _prober_@mail.ru

Advising hours: By appointment

general quantity [akadem]. the hours 20 (12 – lectures +8 - seminars)

<p>Course Description and Objectives:</p>	<p>This course is designed to provide students with an understanding of the role of data and technology in human capital management.</p> <p>In the course the 4Ts principle are used: Task, Theory, Technique and Technology so that there is always a connection to organizational performance objectives, an overview of underlying theories and principles, and specific tools which help achieve business objectives.</p> <p>Aim of the course: to teach students to apply contemporary technologies in human resource management.</p> <p>Students will learn:</p> <ul style="list-style-type: none">- what combination of data, technologies, and tools can be used in people management processes to improve organization's performance;- how to use some of these tools and how to select the ones that suit your objectives and budget;- to design individual and team development plans and measure its ROI for the organization;- how to figure out the qualities that lead employees to their best performance so you know what to encourage in current and look for in new employees;- how to identify the right channels to recruit your employees or team members;- what combination of monetary and non-monetary motivation tools work best for your organization;- how to predict what people will leave in the near future and how to make sure some of them stay;- how to measure engagement and make a strong organizational culture improve performance. <p>Skills: People analytics is a data-driven approach to managing people at work. For the first time in history, business leaders can make decisions about their people based on deep analysis of data rather than the traditional methods of personal relationships, decision making based on experience, and risk avoidance.</p> <p>Contents of the course: In this course students understand how and when hard data is used to make soft-skill decisions about human resource management, so that students can position yourself as a strategic partner in their company's talent management decisions.</p>
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Class materials:	<p>The workload for this course is heavy. Required readings will consist of Texts, Sources for Individual Studies Required:</p> <ol style="list-style-type: none"> 1. Levenson, A. (2014). <i>Employee Surveys That Work: Improving Design, Use, and Organizational Impact</i>. Berrett-Koehler Publishers. 2. Fitz-enz, J., & Mattox, J. (2014). <i>Predictive Analytics for Human Resources</i>. Wiley. 3. Phillips, J., & Phillips, P.P. (2014). <i>Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and Outcomes</i>. McGraw-Hill. 4. Pease, G., & Beresford, B. (2014). <i>Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments</i>. Wiley. 5. Dessler G. (2013) Human resource management. - 13th ed, Prentice Hall. – p.719. <p>Additional reading:</p> <ol style="list-style-type: none"> 1. Hoffmann, C., & Lesser, E., & Ringo, T. (2012). <i>Calculating Success: How the New Workplace Analytics Will Revitalize Your Organization</i>. Massachusetts: Harvard Business Review Press. 2. Bassi, L., Carpenter, R., & McMurrer, D. (2012). <i>HR Analytics Handbook</i>. McBassi & Company. By the way, the research for this book was done by Dr. Jeroen Delmotte and Luk Smeyers from iNostix! 3. Pease, G., Byerly, B., & Fitz-enz, J. (2012). <i>Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset</i>. 4. DiBernardino, F.J. (2012). <i>Optimize human capital investments. Make the "Hard" Business Case</i>. Dog Ear Publishing. 5. Cascio, W., & Boudreau, J.W. (2011). <i>Investing in people. Financial Impact of Human Resource Initiatives</i>. New Jersey: Pearson Education. 6. DeCenzo D. A., Robbins S. P. (2005) Fundamentals of Human Resource Management. –John Wiley - New York. – 445 p. 7. Sheehan, M. and Sparrow, P.R. (2012) Global human resource management and economic change: a multiple level of analysis research agenda. <i>International Journal of Human Resource Management</i>, 23 (12): 2393-2403. <p>E-Learning: http://www.explorehr.org/ http://www.mckinsey.com/business-functions/organization/our-insights/power-to-the-new-people-analytics http://strategic-management.bestmanagementarticles.com/</p> <p>Classes are assumed to be driven by case discussion and interactive lectures by the instructor. Students may also be asked to make essay, presentations on cases and to prepare final papers on the topic.</p>
Expectations and requirements:	<p>The class involves a mixture of class discussions and exercises, group presentations, individual written assignments. Students are expected to come to class having read and thought about the assigned</p>

	<p>readings to demonstrate an understanding of the material, actively participate in class discussions, and make thoughtful contributions that benefit the class. In both your written and oral communications you are expected to be crisp and concise.</p> <p>Students will be given the opportunity to get skills required to be a good manager in the educational sphere. Additionally, they will be shown that management is not practiced in isolation; the world around an organization has profound affect on how well it is managed. Students will be shown how management activities are done on different scales in the educational sphere. In addition this course will draw on the student's ability to communicate: writing, speaking and presenting. Students are expected to attend all class sessions to receive full credit for taking this course.</p>		
Grading Procedures:	Activity	When Due	% of Grade
	Class Participation – Individual	On-going	20%
	Case study		20%
	Essay		15%
	Participation in Group discussion	On-going	15%
	Presentation and written report		30%
Class Schedule	<i>Topic and key concepts</i>		<i>Readings/Assignments for Class</i>
Class 1	Introduction to HRM 1. The nature of HRM 2. Job analysis		Group discussion: The HRM-process, talent management, job analysis. Individual task: create job description for marketer, teacher and hr manager positions Reading: see above
Class 2	Performance 1. Why performance matter 2. Setting objectives and measuring performance 3. Data presentation		Group discussion: Discuss the pros and cons of using different potential raters to appraise a person s performance. Reading: see above
Class 3	Culture and assessment 1. Defining culture 2. Understanding culture 3. Assessing culture		Essay: The technologies of Measuring Culture Reading: see above
Class 4	Compensation 1. Compensation and performance 2. Compensation model 3. Benchmarking		Group discussion: the contemporary compensation models Reading: see above
Class 5	Motivation 1. Understanding motivation 2. Motivating tools 3. Engagement		Group discussion: the implementation of contemporary motivation models Reading: see above
Class 6	Planning analytics 1. Workforce Planning Analytics 2. Recruitment Funnel 3. Selection Tools		Essay: Best practices in the application selection tools Reading: see above

Class 7	Development <ol style="list-style-type: none">1. Analyzing Learning Needs2. Designing Training Programs3. ROI Calculation	Essay: the application ROI calculation methods Reading: see above
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Evaluation:

12 = excellent/very good

9 = good

6 = satisfactory