



Effective People Management Processes

2014

Lecturer: Prof. Yonatan Smilansky

Course Time: Tuesdays, 08:15-11:00

Classroom: Recanati Room 303

Email: jsmil@post.tau.ac.il

Attendance is mandatory in all lessons

Course Objectives: The course will focus on the contribution of effective Human Resource Management practices to achieving strategic business objectives.

This will include the following topics:

1. Translating the business strategy into Human Resources Management initiatives.
2. Structure, objectives and personal competencies as the foundation for managing people.
3. Effective resourcing processes and tools (internal and external recruitment).
4. Performance management and reward.
5. Training, development and talent management processes.
6. Relationships with employees including unions, internal communication, employer branding and organizational culture.
7. Managing organizational change.

Course Requirements: Students will be required to take a written, short answer test covering the material presented in the lessons and in the bibliography.

Bibliography:

1. Andrzej A. Huczynski, "Explaining the succession of management fads", *The international journal of resource management*, 4:2 (May 1993), pp. 443 – 462. (Also available as a Hebrew translation in the Open University Human Resource Management series).
2. Harry C. Katz, "The decentralization of collective bargaining: A literature review and comparative analysis", *Industrial and labour relations review*, 47:1. (Also available as a Hebrew translation in the Open University Human Resource Management series).
3. Laurie Bassi & Daniel McMurrer, "Maximizing your return on people", *Harvard business review*, March 2007.
4. Yongmei Liu, James G. Combs, David J. Ketchen Jr. & R. Duane Ireland, "The value of human resource management for organizational performance", *Business horizons*, (2007) 50, 503 – 511.
5. Amy Kates. "Redesigning the HR organization". *Human Resource Planning*. 29.2
6. Dave Ulrich (1998). "A New mandate for human resources". *Harvard Business Review*, January-February 1998.
7. Dave Ulrich (1997). "Measuring human resources: An overview of practice and a prescription for results". *Human Resource Management*, Fall 1997.
8. Fernandez-Araoz, C., Groysberg, B., & Nohria, N. (2009, May). The Definitive Guide to Recruiting in Good Times and Bad. *Harvard Business Review*, 83(11):100-109.
9. Pfeffer, J. (1998). Six dangerous myths about pay. *Harvard Business Review*, May-June, 109-119.

Bibliography	Topics	No.
<p>Dave Ulrich (1998). "<u>A New mandate for human resources</u>". Harvard Business Review, January-February 1998.</p>	<p>Introduction. Translating the business strategy into HRM initiatives. Labor market trends and their implications on HRM</p>	1
<p>Andrzej A. Huczynski. "<u>Explaining the succession of management fads</u>", The international journal of resource management", 4:2 (May 1993), pp. 443 – 462. (Also available as a Hebrew translation in the Open University Human Resource Management series).</p>	<p>Structure, work processes, objectives and personal competencies as the foundation for managing people.</p>	2
<p>Laurie Bassi & Daniel McMurrer, "<u>Maximizing your return on people</u>", Harvard business review, March 2007.</p>	<p>Effective resourcing processes and tools (internal and external recruitment).</p>	3
<p>Amy Kates. "<u>Redesigning the HR organization</u>". Human Resource Planning. 29.2 Dave Ulrich (1997). "<u>Measuring human resources: An overview of practice and a prescription for results</u>". Human Resource Management, Fall 1997.</p>	<p>Performance management and reward.</p>	4
<p>Yongmei Liu, James G. Combs, David J. Ketchen Jr. & R. Duane Ireland, "<u>The value of human resource management for organizational performance</u>", Business horizons, (2007) 50, 503 – 511.</p>	<p>Training, development and talent management processes</p>	5
<p>Harry C. Katz, "<u>The decentralization of collective bargaining: A literature review and comparative analysis</u>", Industrial and labour relations review, 47:1. (Also available as a Hebrew translation in the Open University Human Resource Management series). Pfeffer, J. (1998). <u>Six dangerous myths about pay</u>. Harvard Business Review, May-June, 109-119.</p>	<p>Relationships with employees including unions, internal communication, employer branding and organizational culture.</p>	6
<p>Fernandez-Araoz, C., Groysberg, B., & Nohria, N. (2009, May). <u>The Definitive Guide to Recruiting in Good Times and Bad</u>. Harvard Business Review, 83(11):100-109.</p>	<p>Managing organizational change.</p>	7