

B-IBM-M 5.3 HR Development and Assessment

Code B-IBM-M 5.3	Workload 125 h	Duration 1 Semester	Workload 56 h physical synchronous contact hours
Level Bachelor	ECTS-Credits 5	Frequency both WS and SS	0 h online synchronous contact hours
Module Responsibility Prof. Dr. Yvonne Glock	Teaching Units 56	Language of Instruction English	14 h guided private study hours 55 h private study hours

Courses

Learning Outcomes/Competencies

The students who have successfully completed the module are able to:

- describe methods of HR development and appraisal,
- discuss planning steps of HR development and appraisal processes and evaluate their effectiveness,
- critically reflect on classic and new instruments for HR and management assessment and development and to apply them in a targeted manner,
- independently develop concepts of HR development and
- transfer the theoretical contents to practical questions within the framework of a project work.

Module Content

HR Management and the Strategic Linking of HR Development with the Corporate Strategy

- Personnel management: development, functions, levels, activities
- Analysis of corporate strategies from a personnel management perspective
- Methods of linking personnel development with the corporate strategy
- Conventional HR structures, the HR Business Partner concept according to Dave Ulrich and its implementation in practice
- Strategic personnel development in traditional and new working environments

Competence Management and Competence Modelling

- Differentiation of skills, qualifications and vocational action competences
- Competencies in human resources development: objectives, methods of measurement
- Relationship between the development of mission statements and the competence management process
- Competence Management 4.0, digital competences for human resource developers, digital maturity, competence adaptation through digitization: digital competence development
- Application of competence models in human resources management instruments
- Analysis of competences by means of examples and case studies

Basics of HR Development

- Definition and delimitation (personnel development and organizational development)
- Objectives of personnel development from the perspective of the company, the employees, the society
- The personnel development process
- Types of personnel development measures (into-the-job, on-the-job, off-the-job, ...)

Personnel Appraisal to Determine the Need for Personnel Development

- The construct of professional performance
- Personnel versus potential assessments
- Occasions, objectives and functions of personnel appraisals
- The personnel appraisal process and appraisal criteria

Methods of Assessment

- Sources of assessment
- Performance and behavior assessment procedures
- Potential assessments
- The structured appraisal interview (SMG) and other current assessment instruments
- Instruments for the assessment of superiors
- Problems, errors and limitations of assessments
- The assessment interview: preparation and implementation

Application: HR Appraisals, Appraisal Interviews and Target Agreements

- Conception of appraisal interviews (case studies and role plays)
- Conception of target agreement discussions (case studies and role plays)
- Implementation of employee and target agreement discussions (role plays, learning in action approaches)
- HR Balance Score Card as a method for agreeing and evaluating goals

Building Blocks of HR Development

- Career planning: career models (e.g. specialist, management, expert career, newer career models such as the Protean & Boundaryless Career) and succession planning
- PE and leadership in an international context
- Work-Life-Balance/-Blending/-Choice (health management) as part of PE
- Operational reintegration as part of the PE: e.g. process, procedure
- Diversity: e.g. age diversity, development of company integration competence for foreign specialists

Interventions, Instruments and Methods of Human Resources Development

- Current and new methods, instruments and learning concepts of personnel development such as:
- Blended Learning approaches (Web Based Training)
- Computer-supported training
- Case studies, planning and role plays
- learning in action approaches
- open space
- Behavioral Modeling
- Coaching and Mentoring
- Further digital tools in personnel development

HRM and Management Development

- The role of the manager within the framework of personnel development:
- Models for the leadership of employees and the development of managers: e.g. situational, transactional and transformational, lateral, virtual leadership
- Selected leadership techniques (e.g. communicating, praising, criticizing & learning from experience, delegating, developing principles and values)
- PE methods for managers

Challenges in HR Development and Application: HR Development Programs

- E.g. conception of an expert and specialist career path
- E.g. conception of a personnel development or management training
- E.g. development of a talent management strategy/concept

Evaluation, Success Control and Transfer Assurance of HR Development Measures

- Methods of evaluating PE measures
- Criteria for the success of personnel development measures
- Training design and possibilities of transfer security

Learning Activities and Teaching Methods

Physical Synchronous Contact Hours:

Lecture, interactive development of the contents, exercises in the form of small group work, case studies and role-plays, short presentations on selected learning topics, instructions for literature study.

Online Synchronous Contact Hours:

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Guided Private Study Hours:

Processing of short case studies and exercises, conception of personnel development concepts and creation of presentations.

Private Study Hours:

Accompanying study of literature, processing of the project work.

Pre-Requisites

The successful completion of the following modules is recommended:

B-IBM 3.1 International Human Resource Management, Gender and Diversity Management

Assessment Methods and Evaluation Criteria

Students complete this module with a project report (10-15 pages per student) and a presentation (5-10 minutes per student), both of which are completed as group work (maximum 5 members per group). It must be possible to clearly define and assess each student's individual performance on the basis of specified sections, page numbers or other objective criteria. Further details are specified in guidelines provided by the examination office.

The project report contributes 65% to the module grade, the presentation contributes 35%.

A pass in this module is achieved when the overall grade is greater than or equal to 4.0.

Value of Module Grade for Final Grade

5/170 ECTS credit points in Bachelor's degree programs of the integrated system of the faculty of Business & Media according to §1 (2) PO BT.

5/170 ECTS credit points in Bachelor's programs with an internship semester in the integrated system of the faculty of Business & Media according to §1 (2) PO BT.

Literature

Browne, J. (2018). *How to Analyze People: Understanding the Art of Body Language, Personality Types and Human Psychology*. Scotts Valley, CA: CreateSpace Independent Publishing Platform.

Delahaye, B. (2018). *Human Resources Development: Learning, Knowing and Growing* (5th ed.). Victoria: Mirabel Publishing.

Hodges, J. (2017). *Consultancy, Organizational Development and Change: A Practical Guide to Delivering Value*. London: Kogan Page.

Lancaster, A. (2019). *Driving Performance through Learning: Develop Employees through Effective Workplace Learning*. London: Kogan Page.

Thoren, P. M. (2017). *Agile People: A Radical Approach for HR & Managers (That Leads to Motivated Employees)*. Austin, TX: Lioncrest Publishing.