

Course Unit	Advanced Human Resources Management		Field of study	Social and Behaviour Sciences	
Master in	Management - Business Management		School	School of Technology and Management	
Academic Year	2022/2023	Year of study	1	Level	2-1
Type	Semestral	Semester	2	ECTS credits	6.0
Code	5009-516-1201-00-22				
Workload (hours)	162	Contact hours	T -	TP 42	PL -
			TC -	S 3	E -
			OT -	O -	

T - Lectures; TP - Lectures and problem-solving; PL - Problem-solving, project or laboratory; TC - Fieldwork; S - Seminar; E - Placement; OT - Tutorial; O - Other

Name(s) of lecturer(s) Ligia Maria Almendra Xavier Barreira Lousada, Paula Odete Fernandes, Catarina Braganca Fontes da Rocha

### Learning outcomes and competences

At the end of the course unit the learner is expected to be able to:

1. Recognize the relationship between various styles of Human Resource Management and different structural configurations.
2. Locate the Human Resources Management in its strategic dimension.
3. Understand the ways and the effects of appraisal and rewards management systems on behavior.
4. Understand the new international institutional reality and conclude on the importance of international management of human resources.
5. Recognize the effects of contemporary demographic reality on the Human Resources and management methods.

### Prerequisites

Before the course unit the learner is expected to be able to:

1. Generic knowledge in the field of social and humanities sciences;
2. General concepts acquired in the scientific area of management;
3. Fluent reading of texts in english.

### Course contents

Structural configurations and styles of Human Resource Management. Strategic management of human resources. Appraisal and reward systems and Human Resource Management. International Human Resource Management. Challenges of population ageing for Human Resource Management.

### Course contents (extended version)

1. Structural configurations and styles of Human Resource Management.
  - The organizational structure
  - The structural components
  - The fundamental structural models
  - The functional content and the management style
  - The operationalization of the Human Resources function
2. Strategic management of Human Resources.
  - The context of rapid change and business success
  - New challenges of Human Resource Management
  - Integrated marketing as a model of business management
  - The strategic plan for Human Resources
3. Appraisal and reward systems and Human Resource Management.
  - Performance appraisal and motivation
  - Performance appraisal systems
  - Biases on appraisal
  - Performance appraisal methods
  - Motivation and reward systems
  - Objectives of reward systems
  - Components of Reward Systems
  - The intrinsic and extrinsic rewards
4. International Human Resource Management.
  - The current context and the development of international Human Resource Management
  - The global executive
  - The expatriation and repatriation
  - Functions of international Human Resource Management
5. Challenges of population aging for Human Resource Management.
  - Characterization of current demographic context
  - A new way of viewing the work and its implications for Human Resource Management

### Recommended reading

1. Câmara, P. , Guerra, P. , & Rodrigues, J. (2016). Humanator XXI: Recursos humanos e sucesso empresarial (7ªed. ). D. Quixote.
2. Crawshaw, J. , Budhwar, P. , & Davis, A. (2020). Human resources management: strategic and international perspective. SAGE Publications, Inc.
3. Lussier, R. N. , & Hendon, J. R. (2021). Human Resource Management: Functions, Applications, and Skill Development (4ªed. ). SAGE Publications, Inc.
4. Rees, G. , & Smith, P. (2021). Strategic Human Resource Management: An International Perspective (3ª Ed. ). SAGE Publications Ltd.
5. Rego, A. , Cunha, M. , Gomes, J. , Cunha, R. , Cardoso, C. , & Marques, C. (2018). Manual de Gestão de Pessoas e do Capital Humano (3ª Ed). Edições Sílabo.

### Teaching and learning methods

Lectures and practical classes where concepts, methodologies and techniques are presented and discussed, with the help of audiovisual resources. Analysis and discussion of concrete situations, case studies, which not only allow the exchange of experiences but also the practice of decision making in groups and help consolidate learning outcomes. Tutorial sessions.

### Assessment methods

1. Alternative A - (Regular, Student Worker) (Final, Supplementary)
  - Final Written Exam - 50%
  - Practical Work - 50%
2. Alternative B - (Regular, Student Worker) (Special)
  - Final Written Exam - 100%

## Language of instruction

1. Portuguese
2. English

## Electronic validation

Ligia Maria Almendra Xavier Barreira Lousada, Paula Odete Fernandes	António Borges Fernandes	Paula Odete Fernandes	José Carlos Rufino Amaro
06-03-2023	17-03-2023	18-03-2023	25-03-2023