SYLLABUS

Module Objectives

Any CEO or Senior Manager would claim: "People are the most valuable asset!", if you ask them about the most important essence of today business success. But, how do they actually manage, control, maintain and develop the people and organization in line with the statement? What is the role of today's managers in people agenda within their organizations? What are the main characteristics of today HRM function, how it should contribute to the business and people management routines?

The students will be participating the course in order to understand relations between people agenda, Human Capital, and business success, and management roles and accountabilities within that frame. To clarify differences and interconnections between Human Resources function and People Management routines. They will also learn the importance and role of managers from any organizational level as people managers and support they should ask/get from HRM function. Hopefully, the participants will develop some of crucial skills that they need to be good people managers.

Learning outcomes

Key learning outcomes are:

- Understand concept of Human Capital and people agenda and its reflections to business
- Learn about human nature to understand potential consequences within organization and business agenda
- Acquire, clarify and understand People Management skills, roles and accountabilities and its importance in organizational dynamics and business success
- Understand structure, roles and responsibilities of today's Human Resources function and its position in business dynamics
- Clarify interconnections and differences between Human Resources Management and People Management
- Build up and develop some crucial People Management skills

Preliminary task

Students are obligated to make preliminary task before the module:

Mandatory work:

- Watch Dave Ulrich's clip/video **HR Innovation and Future of Work** (link: https://www.youtube.com/watch?v=WA1zTpgyn7E) and read **Top 5 Priorities for HR Leaders in 2021** (link: Top 5 Trends and Priorities for HR Leaders in 2021 (gartner.com)), and make and essay that reflects the knowledge and insights from Dave Ulrich's clip and Gartner's report and connect them with your organization at the moment
- Write your preliminary task following next:
  - o Preliminary task is essay type in free form and has up to 1000 words

- o Watch D. Ulrich's video and read Gartner's report
- o Consider three top priorities (out of five) from Gartner's report (Building critical skills and competencies, Current and future leadership bench, and Employee experience)
- o Reflect Gartner's three priorities and Ulrich's video to your company
  - Considering all Gartner's three priorities and Ulrich's model what you see as positives/strengths and what you see as negatives/weaknesses within your company/organization, and what you cannot recognize, it does not exist within the company
  - What would you recommend to your HR Manager (if you have it) or imagine one (if you do not have it) to do, in order to empower HR and People practices in the company, but only within the frame of the three Gartner's priorities and Ulrich's video

Assessment

Key components of final gradings are:

- Preliminary task - individual 25%
- In-class final exam - individual 75%

Preliminary task (essay) to be submitted a week before the module. The class activities will be designed to allow participants to contribute individually (comments, questions, discussions, co-cooperativeness) and as a group (discussion, teamwork, outcomes), and both elements will influence final mark. Final exam to be applied at the end of the module and will combine different types of questions (multiple choice, filling in a word or sentence, make short explanation, and short essay) and will be administrated partially at the end of the program, and partially week after. Questions with multiple choice, filling in a word or sentence, and short explanation will be applied immediately at the end of the program, and students will complete essay questions within week time period after the module. Criteria and composition of essay answers will be explained in detail just before final exam. Clear individual feedback to the students will be sent back.

Background readings

Mandatory reading (all will be submitted prior to the module as .pdf files):
- CIPD, **Human capital** **theory: assessing the evidence for the value and importance of people to organizational success**, 2017 (pp. 1 to 34)
- HBR, Marcus Buckingham, **What Great Managers Do**, 2005
- HBR, **21st Century Talent Spotting**, 2014
- HBR, **The Performance Management Revolution**, 2016
- CIPD, **Developing organizational Culture, Six case studies**, 2011. (Cases Visa and BNP Paribas, and Culture change checklist)

Highly recommended:
- Myers, D.G., **Psychology**, Worth Publisher, 9th edition 2010.
- Armstrong, M., **Armstrong's Handbook of Human Resource Management Practice**, Kogan Page, London, 30th edition, 2014
- Dave Ulrich's books
  - o **The Leadership Capital Index: Realizing the Market Value of Leadership**, Barrett-Kohler Publisher, 2015
  - o **Reinventing the Organization**, Harvard Business Review Press, 2019.
- Ivancevich, J., Konopaske, R.and Matteson M., **Organizational Behavior and Management**, BPI Irwin, Boston, 10th edition 2013
- Weightman, J., **Managing People**, CIPD, London, 2nd edition, 2004
- Vrančić, I., **And People?**, Technics Publication, New Jersey, 2015
- HBR, **Recruiting**, 2019
- HBR, **Stop Overengineering People Management**,
  https://hbr-org.cdn.ampproject.org/c/s/hbr.org/amp/2020/09/stop-overengineering-people-management
- Forbes, **How to Put the Human in Human Resources**,

https://www-forbes-com.cdn.ampproject.org/c/s/www.forbes.com/sites/williamarruda/2020/07/07/how-to-put-the-human-in-human-resources/amp/

- Forbes: *Are Your Employees at Home Actually Working*
  https://www-forbes-com.cdn.ampproject.org/c/s/www.forbes.com/sites/joefolkman/2020/07/07/are-your-employees-at-home-actually-working-5-behaviors-that-indicate-productivity-to-managers/amp/
- HBR, *Human Moment at Work*, https://hbr.org/1999/01/the-human-moment-at-work
- Bogsnes, B. *The End of Performance Management (as we know it)*,
  https://www.youtube.com/watch?v=SC6CFOx1WQc

Schedule

Day 1

9:00 – 11:00	- Introduction - People, Human Beings – the most valuable asset? - The nature of human, psychological and sociological rules and drivers
11:00 – 11:15	Break
11:30 – 13:00	- Human Resources Management vs People Management - HRM Strategy - Human Capital
13:0 0 – 14:00	Lunch break

14:00 – 15:30	- Attract/Recruit and Select People
	    - EVP
	    - Concept of competencies
	    - Interviewing skills

15:30 – 15:45	Break
15:45 – 17:15	- Employer Branding *To be delivered by Jelena Jelušić, Photomath*
17:15 – 18:00	Closing

Day 2

9:00 – 11:00	- People Development
	    - Development needs assessment
	    - Development tools and activities
	    - New development tools

11:00 – 11:15	Break

11:30 – 13:00	- People Development
	    - Coaching skills
	    - Succession planning
	    - Talents and talent management

13:00 – 14:00	Lunch break

14:00 – 15:30	- Organizational Culture
	    - Organizational culture, models, purpose
	    - Employee experience

15:30 – 15:45	Break

15:45 – 17:15	- Organizational culture
	    - Organizational culture vs climate vs satisfaction vs engagement
	- CEO's story about the culture and values
	    Jadranka Boban Pejić - Biovega

17:15 – 18:00	Closing

Day 3

9:00 – 11:00	- People Retention - Motivation theories, principles and implication to organizational world - Performance Management
11:00 – 11:15	Break
11:30 – 13:00	- People Metrics *To be delivered by Luka Babić, Orgnostic (ex CHRO Infobip)*
13:00 – 14:30	Lunch break
14:30 – 16:00	- Future of People Management and HRM
16:00 – 16:15	Break
16:15 – 16:30	- Instructions for final exam and closing words
16:30 – 18:00	- Final Exam

Other course policies

Attendance:

Given that a substantial amount of knowledge will be acquired in class through individual and team discussions, attendance will be considered a crucial issue in this course. If a participant needs to be absent in some session, it should be communicating it to the instructor well in advance.

Punctuality:

Problem formulation is made at the beginning of the class. That activity determines and shapes the rest of the class analysis and discussion. So, being late in the session will strongly limit the student's ability to actively participate and share his/her thoughts. Furthermore, to leave the class before its end is unacceptable either.

Individual Participation:

One of the basic skills of any person in the business world is the ability to communicate his/her ideas in an organized and intelligible fashion. For that reason, class participation becomes a fundamental expected attitude in the course participants. Highly valued comments and contributions include: focusing in topics not fully discussed yet, sharing different perspectives in the analysis, commenting working experiences related to the cases under study, and applying theories/frameworks/models that may help find a solution to the problem.

Had a participant not being able to prepare for class discussion, he/she is expected to communicate it to the instructor at the beginning of the class.

Academic Integrity:

COTRUGLI Business School support and expect the highest standards of academic honesty. Just as integrity is valued in the workplace, it is also the foundation for how we should conduct ourselves during the course. Academic misconduct will not be tolerated. As such, students should not share any information regarding exams or presentations. Copying work of other participants, especially during the period before and after the residency, is a serious offense.

Discussion of individual assignments is encouraged, but the end product is expected to be an individual's effort. It is the responsibility of the course participants to contact the instructor with any question they might have of what constitutes appropriate ethical standards.

NOTE: The content of the syllabus **might be modified during the course** to better meet the needs and expectations of the participants. Complementary material will be distributed during the classes.

IVICA VRANČIĆ

Ivica Vrančić is Human Resources and Management Development consultant and trainer, and founder of Verantius, company that provides Human Resources and Management Development consultancy and services.

Since 2005 acts as consultant, lecturer, trainer, individual and team coach for senior managers in Croatia and other countries (Serbia, Bosnia and Herzegovina, Slovenia, Bulgaria, Germany, Belgium) in the following areas: leadership, team work and people management.

Before he moved to entrepreneurial job, has spent almost fifteen years in corporate environment mostly as person in charge of Human Resources and Development function, in Coca-Cola Beverages Hrvatska, British-American Tobacco and DHL, and as Recruitment and Development Specialist in Zagrebačka banka. He has started career at Department of Psychology, University of Zagreb.
Ivica Vrančić, for almost ten years, was lecturer at Cotrugli Business School at MBA and Executive MBA, conducting Human Resources and People Management, and Leadership modules.

Ivica Vrančić graduated psychology at University of Zagreb. He attended big number of different Human Resources education and development programs within Coca-Cola, BAT and DHL systems, and additionally educated at several business-educational institutions in Europe (Institute of Personnel and Development London, School of Business and Institute of Organisation Copenhagen Business School, Management Centre Europe Brussels, Chartered Management Institute London) on different topics like: training and development, team building, selection and recruitment, organizational culture, executive coaching, leadership, consulting, change management.
He finished post-graduate program at Chartered Institute of Personnel and Development in London and holds the title of Chartered FCIPD, one of the most prestige and the most respected Human Resources Management title in Europe.
He holds the Certificate in Management Consulting Essential, notified by Chartered Management Institute in London.
He has Goleman Emotional Intelligence Coaching Certificate, program under direct Daniel Goleman supervision.
Ivica has published book – And People?, Technics Publication, New Jersey, 2015. Foreword for the book written by Dave Ulrich.

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