

# Syllabus

for course at advanced level

**Managing Human Resources**

**Ledning av mänskliga resurser**

**7.5 Higher Education**

**Credits**

**7.5 ECTS credits**

<b>Course code:</b>	FE5236
<b>Valid from:</b>	Spring 2021
<b>Date of approval:</b>	2012-01-10
<b>Changed:</b>	2020-04-01
<b>Department</b>	Stockholm Business School
<b>Main field:</b>	Företagsekonomi
<b>Specialisation:</b>	A1N - Second cycle, has only first-cycle course/s as entry requirements

## Decision

The syllabus was approved by the Educational Committee of the School of Business as the education plan for the Master's programme in Management Studies. Revision conducted 2012-01-10, and 2018-09-17. The last revision was approved by the Head of Department at Stockholm Business School, Stockholm University 2020-04-01.

## Prerequisites and special admittance requirements

Degree of Bachelor worth at least 180 credits, or admission to Business Studies IV, Extended Course or Business Studies IV, Magister's Course, Master's programme, or equivalent.

## Course structure

Examination code	Name	Higher Education Credits
5236	Managing Human Resources	7.5

## Course content

In all organizations, the management of human resources is an essential and complex phenomenon and is directed at controlling human character and behaviour. Control is needed for the organizations to reach its goal (internal efficiency) but also to check balance with the surrounding milieu - external efficiency. To gain internal efficiency then control is needed to make sure that human character and behaviour is aligned with the organization's objective. It might be the case that control might become even more essential and complex as the millennials (born around the millennia) are entering the labour market. The argument is that old work ethics are under pressure from a new, aesthetically radically different, consumer driven work ethics.

There are two central issues arising out of this:

- Does this consumer driven, aesthetical, work ethics change how organizations have to, or can, 'approach' and conduct organizational control?
- Does this consumer driven, aesthetically, work ethics support or obstruct individual and organizational responsibility?

In this course students will work with the topic of managing human resources with regards to individual responsibility in organizations. The course consists of two main themes: 1) Organizational programs for controlling human character and behaviour, 2) Aestheticization of society, organizations and individuals.

At the start students will be familiarized with the two themes, not as simple toolboxes, but as contemporary phenomena that has widespread influence both within and outside workplaces. To develop and stimulate their ability to discuss and argue, students will work closely in groups to produce an academically informed but journalistically accessible text in the form of an opinion essay. This task forces students to think about writing in a different format: where words are used economically to inform and persuade a more general audience. Finally, the students will write an independent essay in which they develop their ability to critically evaluate and reflect upon the main themes of the course. This will take the form of a home exam.

### **Learning outcomes**

#### Intended Learning Outcomes

The overall aim of the course is to critically discuss and creatively illustrate the two themes respectively and its relation to individual organizational responsibility. Upon completion of the course, students should be able to:

#### Knowledge and understanding

1. Describe the emergence and basic traits of the two themes
2. Describe the contested relation between the two themes and individual organizational responsibility

#### Skills and abilities

3. Carry out creative and critical presentations in which the two themes in relation to individual responsibility is problematized
4. Investigate into contemporary examples involving the two themes and individual organizational responsibility

#### Judgement and approach

5. Reflect on the ethical context of individual organizational responsibility in relation to each of the two themes
6. Evaluate critical alternatives to support individual organizational responsibility

### **Education**

The course consists of a combination of lectures, seminars and group work and requires a significant portion of self-study on the part of students. Assessment for the course will be continuous and is carried throughout the different activities of the course.

The course workload is 200 hours equivalent to 7,5 ECTS.

The language of instruction is English.

Please note that all teaching and learning activities - such as lectures, seminars, assignments and assessment tasks – are carried out in English when the language of instruction is English.

### **Forms of examination**

Assessment for the course will be continuous and is carried throughout the different course activities. Each assessment task is weighted in relation to its importance in the overall assessment of the course. The student's results from the different assessment tasks are added up to a total course score that will then translate into the final grade for the course.

#### Assessment tasks

The course contains the following weighted assessment tasks.

1. Individual course essay (home-exam): assesses intended learning outcomes 1-5; constitutes 70% of total course points.
2. Group op-ed essay: assesses intended learning outcomes 3-6; constitutes 30% of total course points.

#### Grading

After completion of the course, students will receive grades on a scale related to the intended learning outcomes of the course. Passing grades are A, B, C, D and E. Failing grades are Fx and F. A grade Fx can be completed for a grade E.

A course comprises 0–100 course points. Receiving a final passing grade requires  $\geq 50$  course points. The scale for the final grade is tied to fixed score intervals: A: 90-100; B: 80-89; C: 70-79; D: 60-69; E: 50-59; Fx: 45-49; F: 45. The grades correspond to the total score points a student obtains (over a total of 100) for all the weighted assessment tasks combined as part of the continuous assessment for the course.

All assessment tasks are assessed on a 100-point scale. Each assessment task is awarded 0–100 points. The score for a single assessment task is the number of points multiplied by its percentage weight, and the combined total of score points for all weighted assessment tasks for the course are added up to a final score between 0 and 100 which then translates into a corresponding final course grade between A and F.

The student is responsible for completing the course's assessment tasks: that a sufficient amount of course points is earned and a passing course grade is obtained. The course's final assessment task can be taken twice: 1) during the course's first scheduled occasion; and, if a passing result ( $\geq 50$  course points) was not achieved at the first occasion, 2) at the course's second, scheduled occasion.

All other assessment tasks are offered once during the course.

A passing grade (A–E) in the course is obtained when a student has achieved  $\geq 50$  course points.

A failing grade (Fx or F) in the course is obtained when a student has not achieved  $\geq 50$  course points:

- If 45–49 course points are achieved, a grade Fx is obtained, which can be completed for a grade E within 3 semester weeks after receiving instructions from the course director. If a complementary task is not completed within this time limit, and the course's two final assessment tasks have been accomplished, the course grade Fx is confirmed, implying that the student must re-register for the course and that previously acquired course points are forfeited. Note that first-time registered students have priority access to the seminar groups.

- If 45 course points are achieved, a grade F is obtained, implying that the entire course must be retaken and that previously acquired course points are forfeited.

Re-registration implies that:

- first-time registered students have priority access to the course's group registration;
- the final assessment task can be re-assessed without attendance at any of the course's other learning activities and without points from the course's other assessment tasks accredited.

Students receiving a passing grade may not retake the final examination or complete a previously not completed assessment task to attain a higher grade. A passing grade may not be turned into a failing grade upon the request of a student.

#### Assessment criteria

Assessment criteria are designed as overall assessments, combined qualitative descriptions of what the student is expected to do in order to demonstrate how well the course's learning outcomes are achieved. The assessment criteria are based upon the general abilities as expressed in the degree objectives of the Higher Education Ordinance (appendix 2, System of Qualifications). The list of abilities below is a compilation of these degree objectives. To pass the course (grade E) students should demonstrate general ability to:

- recall, understand and explain course content, the course subject and its scientific basis and methodology;
- apply course content;
- critically analyse course content;
- problematise course content;
- orally and in writing, present and discuss course content;
- assess course content in terms of scientific, social, and ethical aspects;
- relate course content to current social issues;
- meet standards of written presentation and formal accuracy.

The following assessment criteria are used to decide to what extent students have demonstrated these abilities and hence fulfil the course's intended learning outcomes, whereby a grading decision can be made. A higher grade-level presupposes the abilities at lower levels.

A (Excellent) ☐

The student demonstrates ability to evaluate and relate to the content of the course from a comprehensive,

critically reflective perspective, as well as to transfer and apply insights in new, meaningful contexts.

**B (Very Good) □**

The student demonstrates ability to, from an overarching and coherent perspective of the field, understand and use concepts to explain how different aspects of the course relate to each other, interconnect and become meaningful.

**C (Good) □**

The student demonstrates ability to discuss the content, tasks and complex issues dealt with in the course from several well-developed but mainly independent perspectives.

**D (Satisfactory) □**

The student demonstrates satisfactory ability to discuss the content, tasks and complex issues dealt with in the course in a way that, albeit in-depth and elaborate, is decidedly one-dimensional.

**E (Sufficient) □**

The student demonstrates sufficient ability to discuss the content, tasks and complex issues dealt with in the course in a way that is decidedly one-dimensional.

**Fx (Fail) □**

The student's knowledge, skills and abilities display minor flaws, overall or in significant parts.

**F (Fail) □**

The student's knowledge, skills and abilities display major flaws, overall or in significant parts.

**Interim**

If the course is discontinued, or its contents are substantially altered, students have the right to be examined according to this syllabus once per semester for three further semesters.

**Limitations**

This course may not be included in a degree together with a course, taken in Sweden or elsewhere, of identical or partially similar content.

**Misc**

Exemption from an assessment task is granted if the student presents a valid reason and a written certification (such as illness and a medical certificate), whereupon the student may re-sit the assessment task at a later date while maintaining previously acquired course points.

Application for exemption should be submitted to the Director of Studies immediately after, or during planned absences well before, the date when the assessment task is carried out. A granted exemption expires at the end of the immediately following semester.

**Required reading**

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- All readings will be made available to students in the form of a series of compendium. These will be tailored to the learning sessions.

**Recommended Reading**

- Made available online or through the Study Guide