Human Resource and Diversity Management

General introduction

Improving employee experience in valuing diversity

Thomas SIMON
Assistant Professor
th.simon@montpellier-bs.com

SESSION PLAN

I.   The teaching staff

II. Learning objectives

III. The program of the sessions

IV. Assessment methods

V.   What is meant by Human Resource and Diversity Management?

VI. Managing employer brand

VII. Improving employee experience

I. The teaching staff

THE TEACHING STAFF

- Course leader

  ➢ **Thomas SIMON**
     Mail: th.simon@montpellier-bs.com

- Your teachers

  ➢ **Thomas SIMON** (Assistant Professor at MBS)
     Mail: th.simon@montpellier-bs.com

  ➢ **Ewa LOMBARD** (Assistant Professor at MBS)
     Mail: e.lombard@montpellier-bs.com

  ➢ **Hoang HO** (Assistant Professor at MBS)
     Mail: h.ho@montpellier-bs.com

PRESENTATION: ACADEMIC BACKGROUND

MANAGEMENT

PhD

ESCP Business School

Grande Ecole Program

emlyon business school

HUMANITIES

Master 2 Philosophy
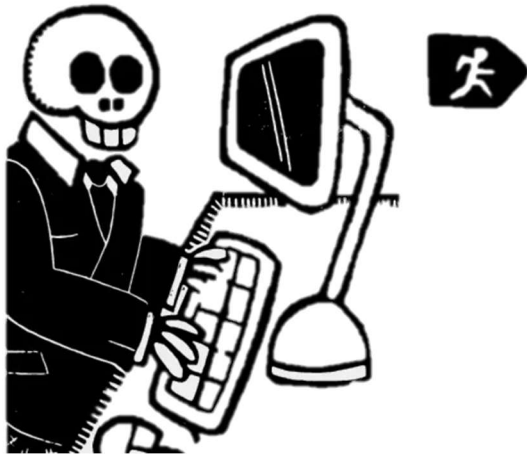
Paris Nanterre University

Master 2 Modern Literature

Paris Nanterre University

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PRESENTATION: RESEARCH TOPICS

MANAGEMENT

- **Boredom in business meetings**

  - **Organizational stupidity**

- **Young graduates facing absurd situations at work**

HUMANITIES

- **Identity & social movements in prostitution**

- **Émil Cioran, Nelly Arcan & Albert Camus**

- ***Melancholia* directed by Lars von Trier**

II. Learning objectives

LEARNING OBJECTIVES

Learning objective	Translation in the context of the course
Identifying, implementing and optimizing the principles and rules of Human Resource Management in force within an organization	Fighting against all forms of discrimination, being transparent and preserving fair treatment in the design and implementation of HR activities
Identifying and integrating diversity	Including the main activities of the HR function in a diversity enhancement strategy and knowing how to value diversity in team management

Managerial know-how

➤ Ensuring the recruitment, assignment and integration of human resources for a team, department or company

➤ Managing of employees and supporting their development

➤ Federating and motivating a team

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YOUR CONTRIBUTIONS

Reminder:
24h course = 65h of personal work (on average)

| Before the session	During the session	After the session
Become familiar with the concepts and prepare	**Putting concepts and theories into practice**	**Consolidate professional knowledge and practices**
▪ View the course materials ▪ Work on the e-learning sessions	▪ Active note-taking in class ▪ Solve case studies in groups based on the course ▪ Hand in your proposals	▪ Read the answers to the case studies/exercises ▪ Study the additional resources (articles, videos...)

COMPUTERS ARE NOT ALLOWED IN CLASS

Bruno Patino

La civilisation du poisson rouge

Petit traité sur le marché de l'attention

Grasset
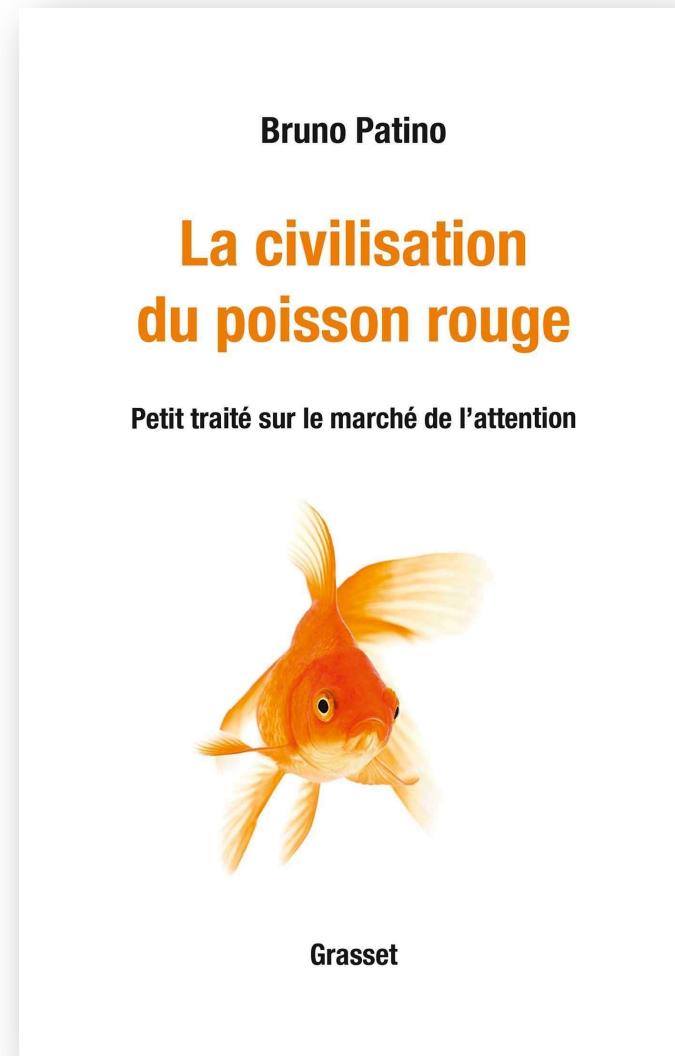
COMPUTERS ARE NOT ALLOWED IN CLASS

- Behind the screen: The dangers of excessive exposure for France's youth (France 24, 2021)
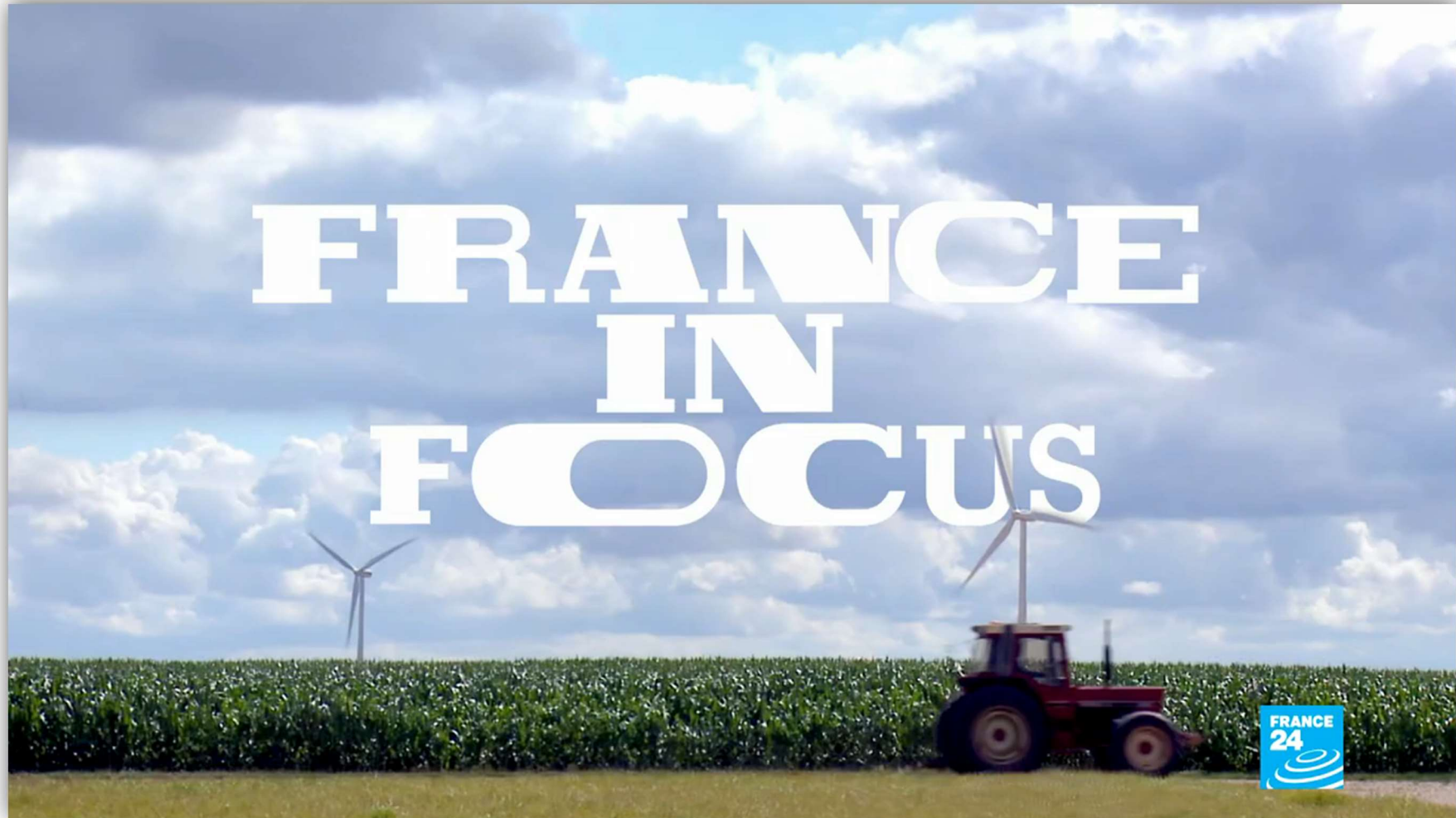
III. The program of the sessions

THE PROGRAM OF THE SESSIONS

Session	Course type	Topics covered
1	Year group	**General introduction** **Improving employee experience in valuing diversity**
2	E-learning	**Introduction to the strategic role of the HR function and diversity management**
3	UB	**Recruiting without discrimination and valuing diversity**
4	UB	**Managing gender diversity in the workplace**
5	UB	**Performance & appraisal**
6	E-learning	**How to give feedback to your employees?**
7	UB	**Managing conflict & cooperation**
8	UB	**Managing employee motivation & commitment**
9	UB	**Managing working conditions**
10	Year group	**Preparing for the future of work & conclusion**

IV. Assessment methods

THE ASSESSMENT DISTRIBUTION

Assessment component	Assessment type	Weight of the score in %
Continuous assessment	Collective	40%
Behavior/engagement/ participation	Individual	From +2 to -2 on the continuous assessment grade
Final exam	Individual	60%
Total		**100 %**

CONTINUOUS ASSESSMENT

- Conduct **an interview in pairs** with a manager, an HR or any person from an organization related to HR issues on one of the themes discussed in class (gender equality, recruiting without discrimination, managing motivation, etc.).

- This interview can be conducted face-to-face, by video conference or by telephone.

- It must be prepared in advance by creating **an interview guide** consisting of 6-7 questions.

- This work will be presented in the form of a **four-minute video**. The format is free, but the video <u>must be structured</u> in such a way as to highlight the most important points of the interview (a brief presentation of the interviewee, no more than 40 seconds long).

CONTINUOUS ASSESSMENT

- <u>Please note</u>: the 4-minute video should not be a patchwork or a "best of" of the best moments of the interview.

- You have to convey **the main issues** of your interview by speaking on camera, by putting yourself on stage, by using software... If you use passages from the interview, they should be very limited (1 or 2 passages of max 15 seconds to illustrate a point).

CONTINUOUS ASSESSMENT

- <u>Here is an example</u>: you have chosen to interview Rachel Astolfi, who is a HR manager at Sanofi in Montpellier, on the subject of recruitment. You present Rachel, her background and her job in 40 seconds in the video and then structure your video in 2-3 main parts according to her answers.

I - The difficulties in recruiting young graduates

II - Actions taken by Sanofi

III - The limits of these actions and the strategic plan for the coming years

CLASSROOM BEHAVIOR

- Clear expectation of **exemplary behavior** in class

- From **+2** to **-2** on the continuous assessment grade

- Criteria: punctuality, participation, commitment, active note-taking…

- Important if you want to get **reference letters** from your teachers for future applications.

FINAL EXAM

- Supervised assignment

- <u>Duration of the assignment</u>: 1h30

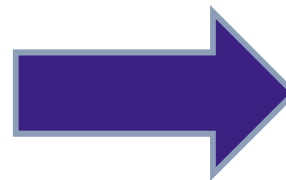- <u>Type of work required</u>: case study

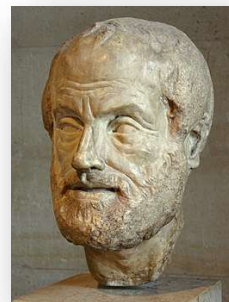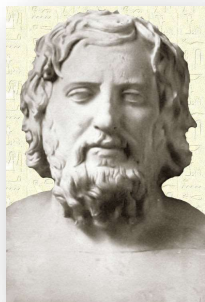- <u>Language</u>: English
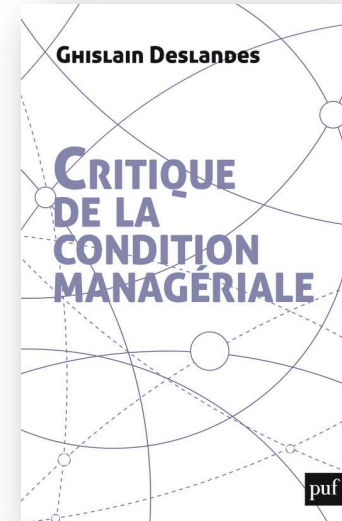
- Out of 20 points

V. What is meant by Human Resource and Diversity Management?

SOME THOUGHTS ON KEY CONCEPTS
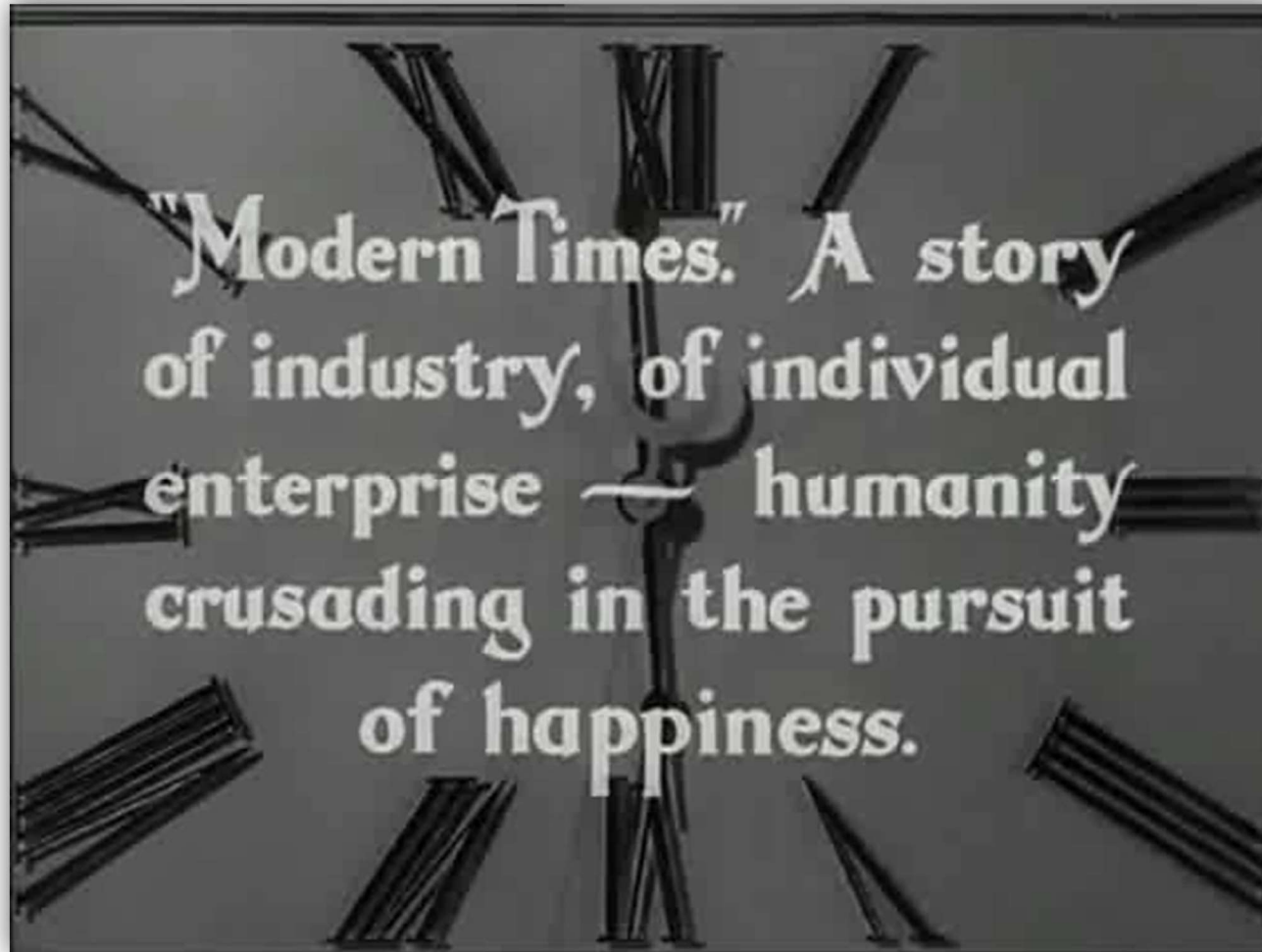
- A look at the etymology of the word "management"

Oikonomía *(οἰκονομία)*

Menagerie

SOME THOUGHTS ON KEY CONCEPTS

- Charlie Chaplin – *Modern Times* (1936)

SOME THOUGHTS ON KEY CONCEPTS

- "Human resources"

Human resources management is the set of practices implemented to <u>manage</u>, <u>mobilize</u> and <u>develop</u> the human resources involved in the activity of an organization.

These "human resources" are all the employees of all statuses (workers, employees, managers) belonging to the organization.
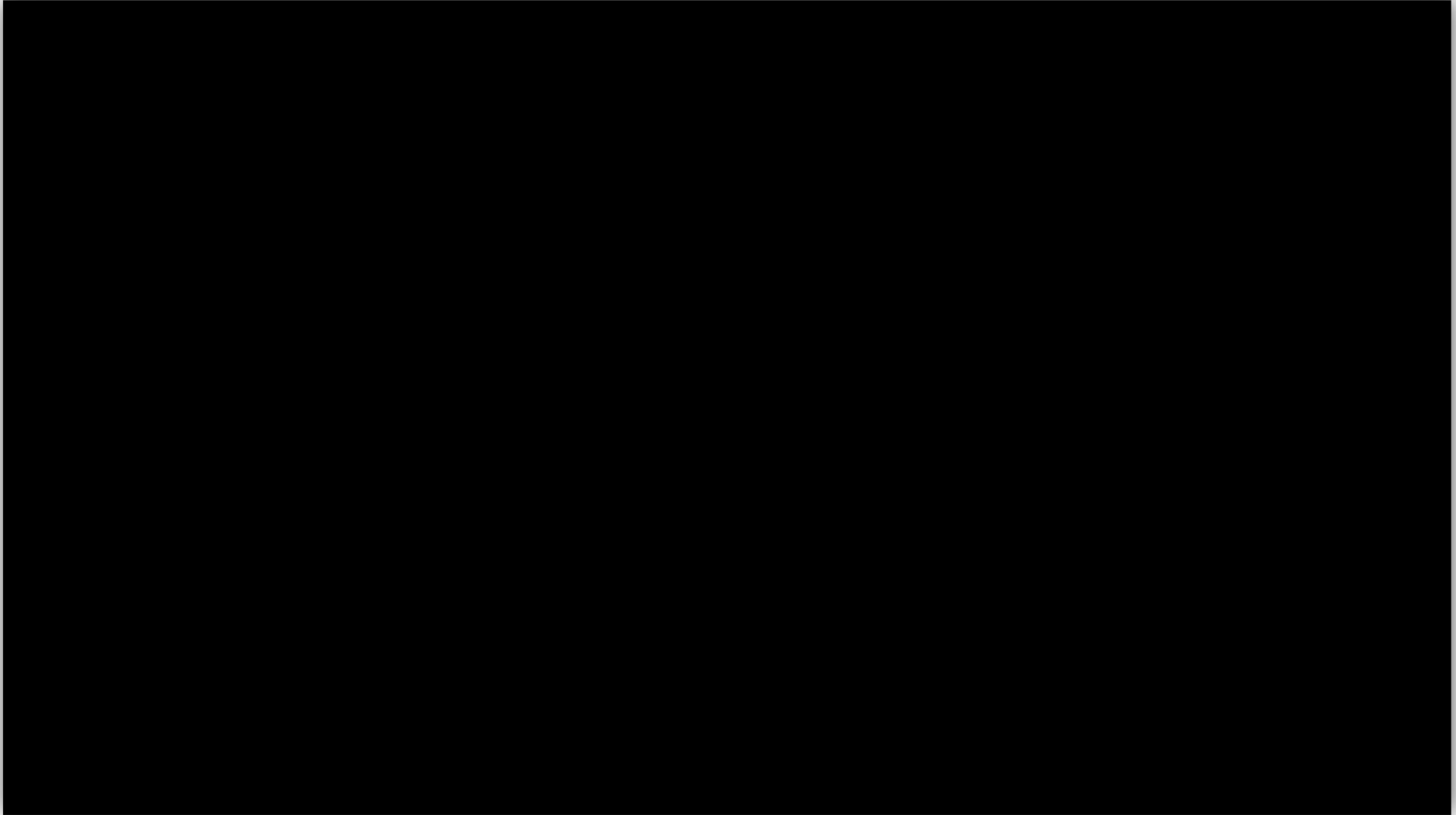
→ Is it an oxymoron?

SOME THOUGHTS ON KEY CONCEPTS

- Thaïs Compoint – Why inclusion and diversity matter today? (Déclic International, 2016)

SOME THOUGHTS ON KEY CONCEPTS

- The Multi-Faceted Benefits of Diversity in the Workplace (BCG, 2020)

VI. Managing employer brand

EMPLOYER BRAND

> "The set of functional, economic and psychological benefits inherent to a job and with which the company, as the employer, is identified."
>
> (Ambler & Barrow, 1996, p. 187)

- **A process:** <u>efforts</u> made to create and communicate the message that this company is an "employer of choice", different from its competitors.

1. Identification of employee benefits

2. Communication

3. Whether or not the promise is kept

THE TWO SIDES OF THE EMPLOYER BRAND

FOR

- Promote the company

- Differences and desirability from others

- Service offering

AGAINST

- Storytelling

- Discrepancies between promises and reality

EMPLOYER BRAND

- Next Generation Recruitment with Gorillaz (Jaguar, 2017)
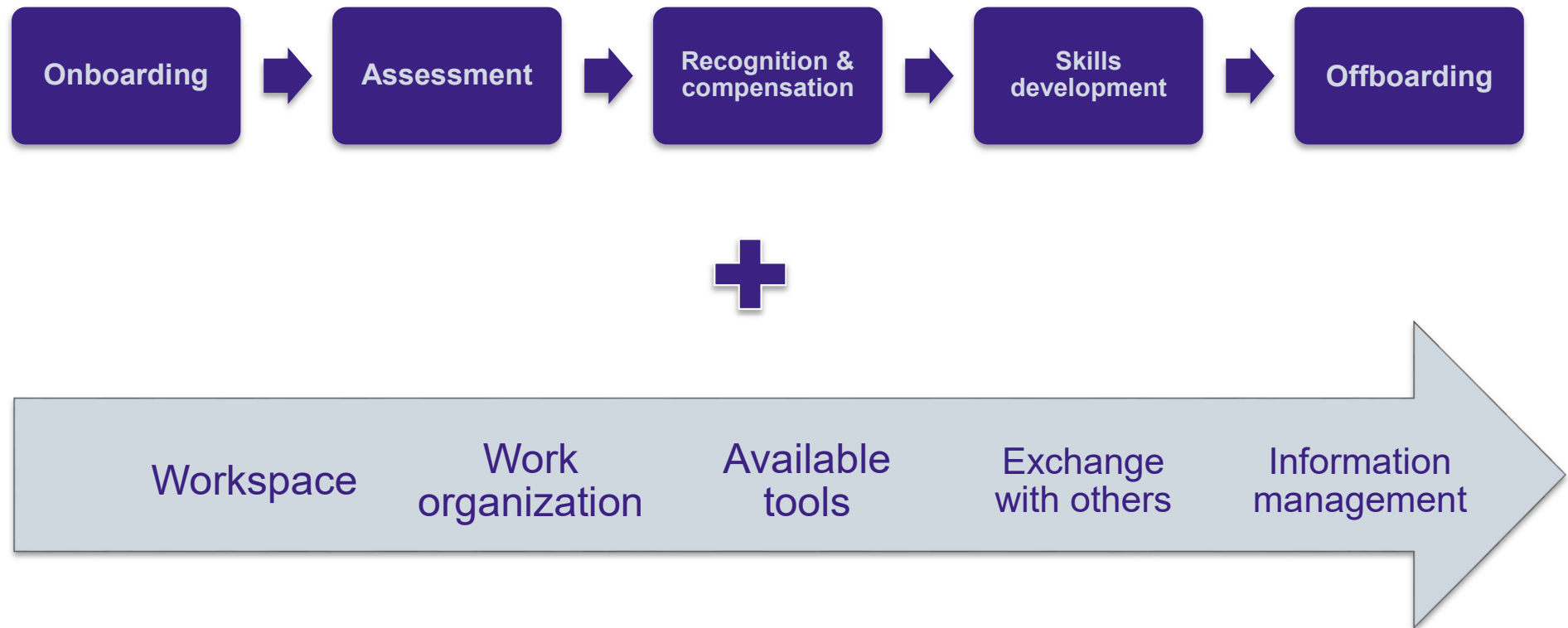
VII. Improving employee experience

THE ORIGINS OF EMPLOYEE EXPERIENCE

■ **Definition**

■ **Some precepts:**

• **Symmetry of attention:** customers/employees

• An employee seen as **an internal customer**

• A leverage effect of **the employer brand**

→ The employee is considered as a <u>resource to be valued</u> (Resource-Based View) and as a source of competitive advantage.

→ <u>Final objective</u>: to simplify, make pleasant and increase the value of any work act or situation.

THE LEVERS OF EMPLOYEE EXPERIENCE

Onboarding → Assessment → Recognition & compensation → Skills development → Offboarding

+

Workspace — Work organization — Available tools — Exchange with others — Information management

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ZOOM: ONBOARDING

- **A few key actions as a recruiter:**

- Anticipate the arrival of the new employee in terms of equipment (office, clothing, computer, etc.)

- Anticipate human relations: emails to all and to the incoming employee

- Set up a mentoring system

- Involve the management via regular meetings and a roadmap during the first weeks

- Provide an astonishment report

ZOOM: ONBOARDING

- **The Zappos example: "The Offer"**

  Possibility for newcomers to receive a bonus if they decide to leave the company during the 4 weeks of integration.