

Human Resource Management with SAP

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1. Module overview

This manual gives you an overview of the HRM module within the BPI minor.

1.1 Content

In today's global business environment, the human capital of an organisation plays a crucial role in creating and maintaining competitive advantage. Organisations need to attract, motivate and retain employees with the right skills, knowledge and behaviours in order to reach their business goals.

In this course we will discuss the role of Human Resource Management in today's organisations and how various HRM processes are supported and processed by the integrated erp system SAP.

Topics include: strategic human resource management, personnel planning, recruitment, selection, training & development and compensation & benefits.

1.2 Learning goals

#	You can:
1.	identify the role of HRM in today's business environment
2.	explain and evaluate effective HRM strategies
3.	execute HRM processes in the erp system SAP correctly
4.	gather information and draw conclusions in a methodical and logical matter

1.3 Coherence with other modules

Regarding the erp system SAP there is coherence with the other modules from the BPI minor: supply chain management, business process integration, project management, strategic enterprise management.

1.4 Study materials & recommended further reading

Required study materials:

The study material consists of a textbook and the SAP manual for HRM (to be found in the shared folders in SAP)

Study books					
Title	Author(s)	Publisher	Year	Edition	ISBN
Essentials of Human Resource Management	Shaun Tyson	Butterworth Heinemann	2006	5th	978-0-7506-6795-1

1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer:

Eva Kuijper: e.kuijper@hva.nl

2. Set-up of this module

2.1 Work & study methods

We will meet one lecture a week for 3 hours, for the duration of 8 weeks.

During the lectures we will discuss the reading material and work on the SAP as well as the research assignments. The research assignments are done in groups. The size of the groups depends on the number of students in class and will be decided by the lecturer.

You are required to have read the study material before class!

The remaining weeks you will work on your final assignment. Consultation is offered by appointment.

2.2 Assignments

SAP Assignments (to be completed correctly before end of semester)

Each class, starting from week 4, we will do exercises in the erp system SAP. The exercises are related to the HRM topic discussed that class. You will work on these exercises individually with the guidance of your lecturer.

Research Assignments (40% of total grade)

Each team will work on research assignments in class during a part of the lecture and will finish them at home (if necessary). The assignments (1-2 pages) need to be brought to the next lecture in hard copy and by e-mail. Feedback will be provided by the lecturer.

The assessment model for the assignments can be found in Appendix 2. The schedule of when assignments have to be handed in can be found in Section 2.6.

2.3 Quick Scan / Literature study

You will finish the module by making final assignment: either a quick scan or literature study on an HRM process. This project is also taken in groups. The weight of this grade will be **60%** of your final grade.

Quick Scan

If you choose to execute a quick scan assignment, you are assigned to **study** and **report an analysis** of **a Human Resource Management process** supported by SAP within an actual company.

The process description must be given in *detail*. The explanation of the process needs to be given with valid argumentations. This **argumentation** must be supported by **literature study** as well as the findings of your research.



The research methodology is a case study. This means that you are assigned to execute a **qualitative research**. The measurement instrument might be an interview, a questionnaire, or both (as long as you can argue why you have chosen for that specific measurement technique).

To sum it up, you are asked to study a business process in HRM with in a real business environment and make a report of your findings.

Your paper should follow this structure:

1. Introduction to the topic
2. Central question
3. Method (literature study and a qualitative research)
4. Theory (see explanation below)
5. Description of the process at the chosen company
6. Conclusion (answer your central question and describe the contribution of this field to the organizational performance)

Theory

1. Use different sources to describe and explain the theory
2. Why is this field important for the organizational performance?

Literature Study

You are assigned to conduct an in-depth study of a Human Resource Management process, by studying literature, and describe how SAP can be used to support this process and contribute to the organizational performance.

You need to get the lecturer's approval on your topic and central question before you start working on the assignment.

Your paper should follow this structure:

1. Introduction to the topic
2. Central question
3. Your findings: here you describe and explain the theory
4. Conclusion: here you answer your central question and describe the contribution of this field to the organizational performance
5. SAP: here you describe how SAP can be used to support the described process.

N.B. Important pointers for **both** assignments:

- Document length should be 5 pages (excluding table of content, bibliography or appendices)
- You need to describe and explain the theory.
- Always indicate references in the text (APA-style)!
- A bibliography needs to be included in the report!
- The document needs to be handed in by e-mail and hard-copy

The assessment model for the assignments can be found in Appendix 2.



2.4 Assessment

#	Description	Form of test	Learning goal(s) #	Lecture week	Weight (%)
1	<ol style="list-style-type: none"> 1. Portfolio with research assignments (group) 2. Quick scan/literature study (group) 3. SAP assignments 	Project, decentral	1, 2, 3, 4	2 and onwards	100%

2.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:		The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1	<ul style="list-style-type: none"> • Average grade for the whole module ≥ 5.5 	No resit needed	N.A.	N.A.
2	<ul style="list-style-type: none"> • Average grade for the whole module < 5.5 	<ol style="list-style-type: none"> 1. In case the failing grade is caused by insufficient average of the research assignments, 1 additional assignment is made to increase average grade 2. In case the failing grade is caused by insufficient result of final assignment, the final assignment needs to be retaken 		

2.6 Lesson Plan

Lecture week	Prepare for Lesson	Lesson
1	Read the Study Manual	Introduction to the course Group formation
2	Chapter 5 Chapter 23	Strategic HRM • Assignment 1
3	Chapter 7	Job Analysis • Assignment 2
4		Implementation in SAP (section 3.2, 3.3, 4, 5)
5	Chapter 8	Recruitment • Implementation recruitment in SAP (section 6.1, 6.2, 6.3) • Assignment 3
6	Chapter 9	Selection & Hiring • Implementation selection & hiring in SAP (section 6.4, 6.5, 6.6, 6.7) • Assignment 4
7	Chapter 11	Performance Management • Implementation in SAP (section 7.1, 7.2, 7.3) • Assignment 5
8		Succession Planning • Implementation in SAP (section 8)
9		Discuss final assignment • Select topic • Formulate central question
10		Work on final assignment, consultation
11		Work on final assignment, consultation
12		Work on final assignment, consultation
13		Hand in final assignment

Appendix 1: What to find in the shared folders in SAP

Documents:

1. SAP HRM instruction manual
2. Module Guide HRM
3. Research assignments (5 in total)
4. HRM SAP data entry sheet



Appendix 2: Assessment models

Assessment Form Research Assignments

CRITERIA & WEIGHT	GRADE			Score	Comments
	8-9: exemplary	6-7: satisfactory	3-5: fail		
Body (60%)	Analysis based on the theory discussed in the textbook, but also with the help of other sources. Assumptions have been made based on credible sources.	Analysis based on the theory discussed in the textbook. Assumptions have been made based only on the theory discussed in the textbook.	Analysis based on assumptions which are not based on any theory discussed in the textbook, nor any other credible source. Incorrect analysis.		
Conclusion (30%)	Clear answers to questions have been provided, based on logical and valid argumentation.	Clear but brief answers to the questions have been provided.	Answers have been provided that lack a logical argumentation and that are not based on a proper analysis		
Mechanics and documentation (10%)	Is free or almost free of errors of grammar, spelling, and writing mechanics; appropriately documents sources; excellent layout	Has errors but they don't represent a major distraction; documents sources	Has errors that obscure meaning of content or add confusion; neglects important sources or documents few to no resources; mistakes in layout, such as missing page numbers, no table of content		

Rubric Literature Assignment & Quick Scan HRM (BPI)

Criteria	Unacceptable <5.5	Acceptable 5.5 to 6.9	Good 7.0 to 8.5	Excellent 8.6 to 10
Content and organization (60%)	Essay/paper does not meet basic requirements. Thesis statement/position is unclear, unfounded, unidentified. Analysis is inadequate. No application of the reading material. Essay is poorly focused and lacks structural organization.	Thesis statement shows clearly what essay is about. Essay has adequate argumentation, but analysis is superficial and based solely on news articles. On the low end, insight from the reading material (theory) is poorly applied. On the high end, insights may be applied but superficially. Generally, shows limited application of theory.	Thesis statement is clear, but also provocative and original. Analysis shows depth, draws out the relation between the material discussed in the module (cases, reading/theory). Essay shows insightful conclusions. Good use of theory, although perhaps with mistakes in application.	In addition to good, the essay is highly original and shows creative thinking in approaching the module's material. The answers excel in organization and presentation of ideas, or perhaps address other important issues or implications beyond (but related to) the module material. Excellent application of theory.
Clarity and Mechanics (15%)	Writing is poor and answers contain many errors in spelling, grammar, and/or sentence structure that make following the logic of the answer extremely difficult. Essay does not meet the minimum word or page count.	Frequent errors in writing, e.g. spelling, grammar, sentence structure, which interfere with comprehensibility. Writing does not flow smoothly from point to point; lacks appropriate transitions. Essay exceeds the maximum word count by +10%.	Some minor errors, but generally well written. Errors do not interfere with legibility or comprehensibility.	Very well written, essentially error free. Writing style is smooth and establishes a sound argument. The reader can easily follow the writer's logic.
References and support (25%)	Includes no references or supporting examples. No bibliography.	Limited use of additional examples or use of irrelevant examples. Draws on limited additional sources beyond the module reading/material.	Incorporates good examples and references from additional and reliable sources beyond the module reading/material.	Uses convincing examples to support arguments and draws on relevant and reliable additional sources.

Appendix 3: Peer assessment form

Please rate your team members individually on a scale of 1 to 5 (1=poor; 5=outstanding). You can include yourself but it is not mandatory.

TEAM	Quality of work	Participation (attended meetings, etc)	Cooperated with group (met deadlines, was accessible, etc)	Communication
Team Member Name				
Please use this space for additional comments about your team.				

