INTRODUCTION TO THE BIP

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Università degli Studi di Palermo — ems

U LISBOA | UNIVERSIDADE DE LISBOA

UNIVERSITAS Miguel Hernández

P.PORTO

Università degli Studi di Palermo

ERASMUS + PROGRAMME 2021-2027
TRAINING COURSE
Interactive learning environments to enhance the role of human resource management practices for improving organizational performance

Blended Intensive Program

APPLY TO THE COURSE

REMOTE TRAINING (43 hrs)
29 MAY to 10 AUGUST 2023

IN-PERSON TRAINING (20 hrs)
Elche (Spain) 22-26 MAY 2023

Erasmus+

Single Player
Interactive Learning Environment
(Exercise mode)

Our common objective is to learn the mechanisms underlying the HR-performance relationship by using an interactive learning environment as an innovative teaching methodology for university education

AGENDA

The main aims of the BIP

The structure of the BIP

The theoretical framework of the BIP

The faculty of the BIP

The path to the exams

THE MAIN AIMS OF BIP

Our objective is to promote the adoption of Interactive Learning Environment (ILE) - an innovative teaching methodology that emphasizes online collaboration - among European universities.

THE STRUCTURE OF THE BIP

CUSTOMIZING THE INTERACTIVE LEARNING ENVIRONMENT

The Faculty of the BIP will discuss about the main functions of the ILE and how to customize it in accordance with the participants' needs.

PROVIDING THE TRAINING COURSE

Students will engage in a short-term physical mobility and virtual component to facilitates cooperative online learning and teamwork.

ASSESSING THE STUDENTS' LEARNING OUTCOMES

Online assessment of students' LOs by measuring those parameters aimed at gauge the viability, efficacy, and efficiency of their decisions.

EXPLOITATION OF THE PROJECT RESULTS

- 1 workshop (4 hrs) at the UMH
- 4 webinars (1 hr) organized by each of the partner universities of the project

ANALYZING STUDENTS' OPINIONS ON BIP

The opinions of the students will be carefully analyzed in order to understand how to improve the educational methodology used in the BIP project.

THE THEORETICAL FRAMEWORK OF THE BIP

BIP Objective

The main objective of this project is to show how an Interactive Learning Environment is a powerful teaching methodology to demonstrate that human resource (HR) practices can effectively contribute to achieving organizational goals through the improvement of individual and organizational performance.

Two key statements

Strategic HR Management (SHRM) approach emphasizes the need to examine the bundles of HR practices in place rather than individual practices as the primary unit of analysis to understand the impact of HR systems on performance.
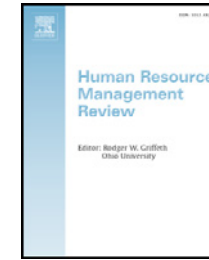
Internally aligned HR practices are key to influencing employee abilities, motivation, and opportunities in a harmonious manner.
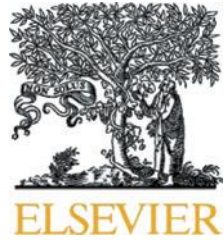
Clarifying the construct of human resource systems: Relating human resource management to employee performance

Kaifeng Jiang [a,*], David P. Lepak [a], Kyongji Han [a], Ying Hong [b], Andrea Kim [a], Anne-Laure Winkler [a]

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ARTICLE INFO

ABSTRACT

Strategic human resource management researchers have strongly advocated a system perspective and provided considerable evidence that certain systems of human resource practices have a significant impact on individual and organizational performance. Yet, challenges of understanding the construct of human resource systems still remain in the literature. Specifically, few efforts have been made to explicate the internal fit in human resource systems referring to how the practices in human resource systems work together. For the purpose of clarifying human resource systems construct, we review the components of human resource systems and delineate how the parts of human resource systems work together to influence employee performance. Theoretical and empirical implications for future research are also discussed.

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Relationships among HR practices within human resource systems
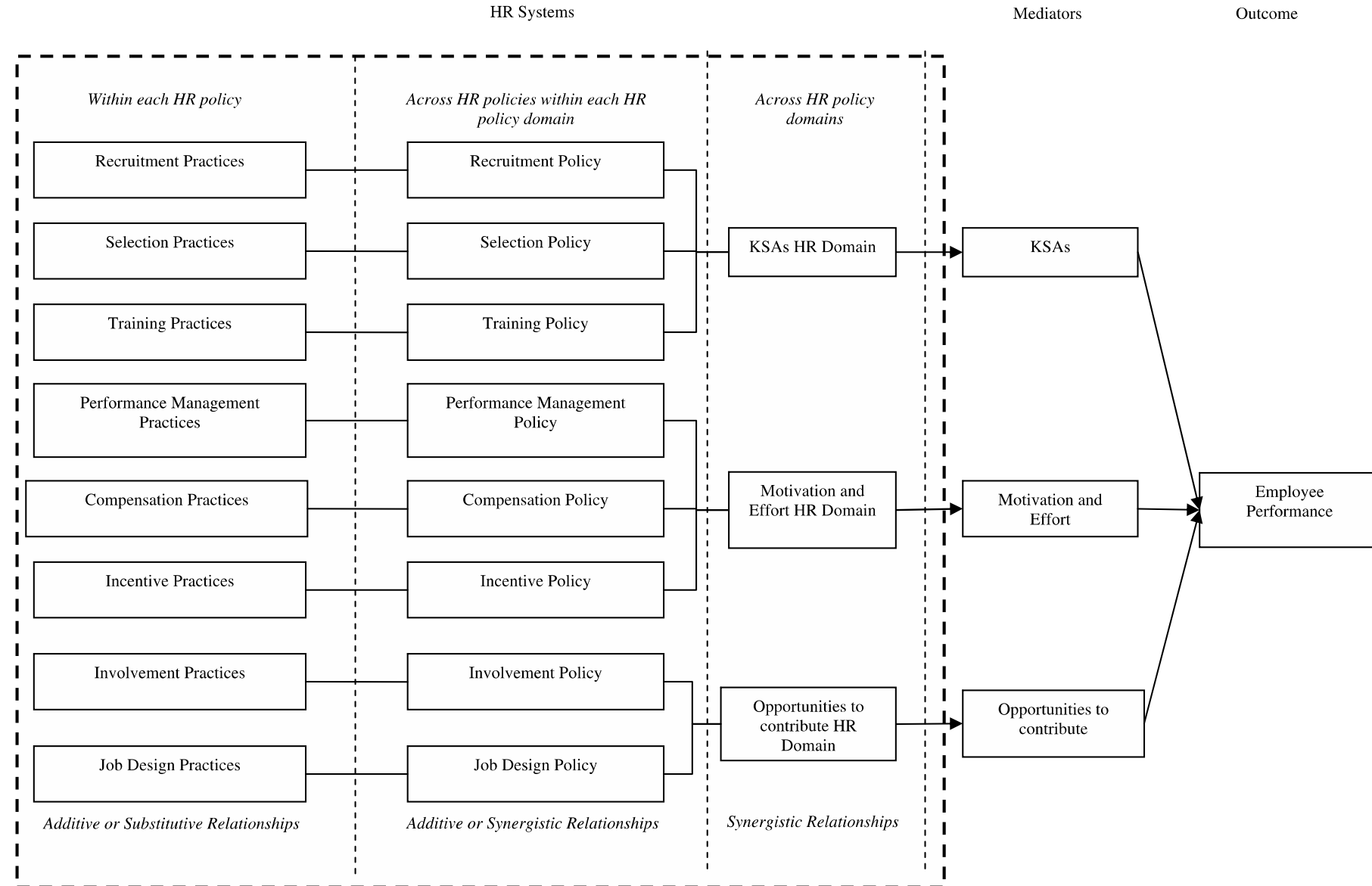
ADDITIVE RELATIONSHIP

It exists when HR policies and/or practices have independent and non-overlapping effects on employee outcomes.

SUBSTITUTIVE RELATIONSHIP

It exists when one practice is replaceable with another practice and therefore using two practices does not have a greater impact compared to their individual effects.

SYNERGISTIC RELATIONSHIP

It exists when HR practices work together interdependently such that the effectiveness of one practice depends on other practices in place. This synergy exists whether the relationship is positive (powerful connections) or negative (deadly combinations).

Within each HR policy

Across HR policies within each HR policy domain

Across HR policy domains

Recruitment Practices	Recruitment Policy
Selection Practices	Selection Policy
Training Practices	Training Policy
Performance Management Practices	Performance Management Policy
Compensation Practices	Compensation Policy
Incentive Practices	Incentive Policy
Involvement Practices	Involvement Policy
Job Design Practices	Job Design Policy

KSAs HR Domain

Motivation and Effort HR Domain

Opportunities to contribute HR Domain

KSAs

Motivation and Effort

Opportunities to contribute

Employee Performance

Additive or Substitutive Relationships   *Additive or Synergistic Relationships*   *Synergistic Relationships*

THE SYSTEMIC APPROACH TO HR-PERFORMANCE RELATIONSHIP

System Thinking

The goal of this project is to equip students with the necessary skills to comprehensively address the relationship between HR practices and performance.
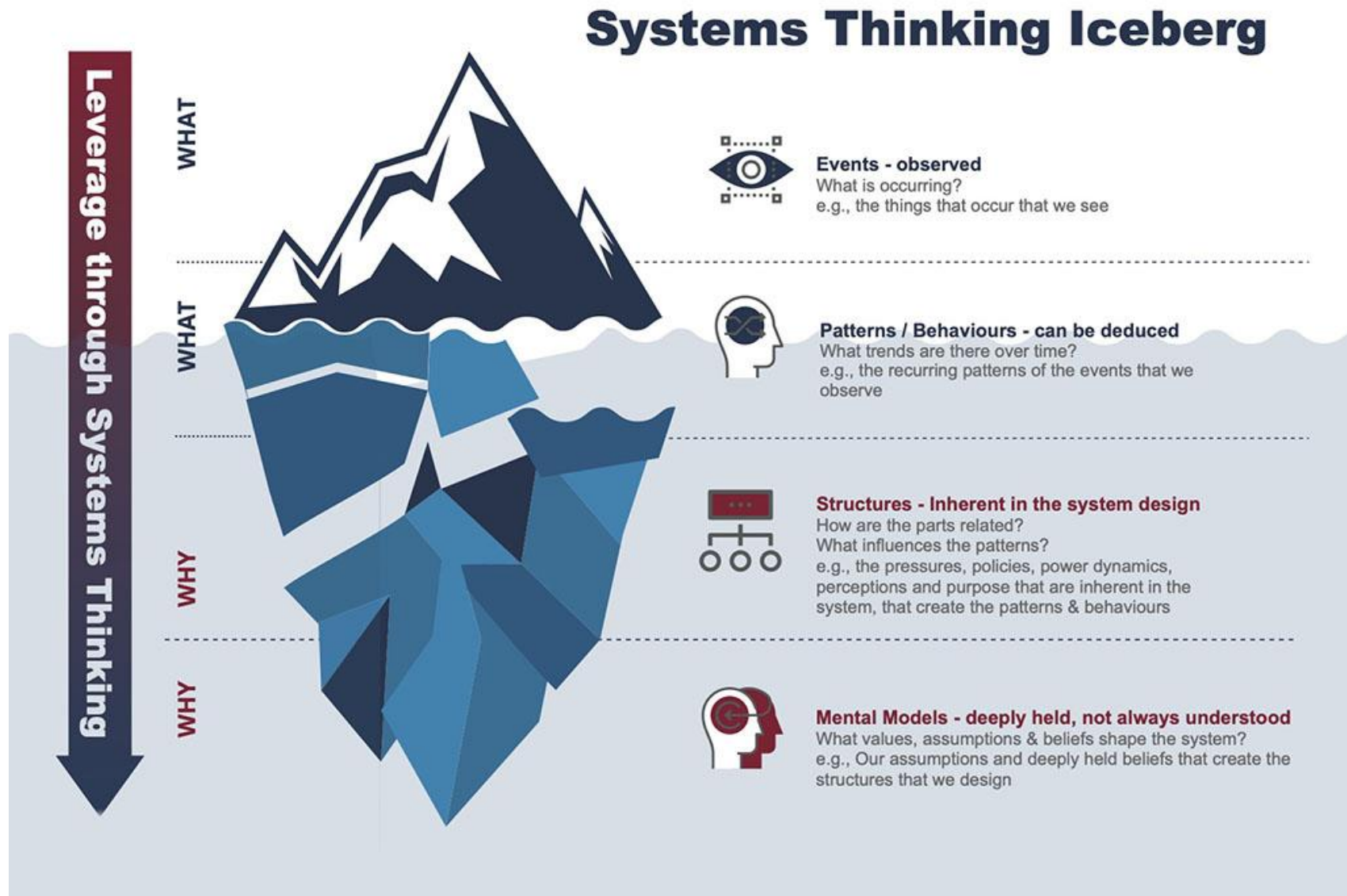
Students are advised to cultivate a systems thinking approach to understand how HR managers and professionals can effectively achieve sustainable organizational goals. This involves considering different scenarios that arise from the organization's distinct internal and external environmental factors.

The latest learning challenges

Each student undergoes a learning-by-doing process facilitated by a system dynamics-based Interactive Learning Environment (ILE) that exposes them to the decision-making skills required in a complex and rapidly changing environment. The ILE familiarizes them with:

- making a set of decisions instead of one

- interdependent decisions due to the feedback structure of the system

- delays between a cause and its effect.

The System Thinking Iceberg

Systems Thinking Iceberg

Leverage through Systems Thinking

WHAT

WHAT

WHY

WHY

Events - observed
What is occurring?
e.g., the things that occur that we see

Patterns / Behaviours - can be deduced
What trends are there over time?
e.g., the recurring patterns of the events that we observe

Structures - Inherent in the system design
How are the parts related?
What influences the patterns?
e.g., the pressures, policies, power dynamics, perceptions and purpose that are inherent in the system, that create the patterns & behaviours

Mental Models - deeply held, not always understood
What values, assumptions & beliefs shape the system?
e.g., Our assumptions and deeply held beliefs that create the structures that we design

THE HEART OF THE BIP

The Training Course

The Focus

The course focuses on employee performance as a key proximal outcome in the HR-performance relationship.

Throughout the course, we will explore several widely-used HR practices, including management by objectives, personnel recruitment and selection, training, compensation and incentives, and organizational well-being.

Our objective is to demonstrate how these practices have a positive impact on organizational performance..

The Structure

The 63 hours course, which lasts, is delivered using a blended learning approach and it is structured as follows:

- in-person training (20 hours) at Miguel Hernandez University of Elche (Spain) from 22 to 26 May 2023;

- remote training (43 hours), from 29 May to 10 August 2023

The in-person training consists of classroom lectures and discussions as well as laboratory activities conducted simultaneously in three subgroups.

The Contents

- Strategic human resource management (SHRM)

- The HR system-performance relationship

- The HR practices-performance relationship

- The main system thinking principles:

  - o The non-linear HR-performance relationship
  - o The feedback structure (the black-box) of the system
  - o The limits to growth in the HR-performance relationship
  - o The delay between HR practices and performance.

The Remote Training

After completing the in-person training segment of the course, students utilize the collaborative online ILE platform to apply the concepts learned to simulated real-life scenarios. This platform enables them to identify causal HR-performance structures and proactively experiment through simulation.

They virtually manage their own company, assuming different roles within a simulated real business environment to strengthen their learning and understanding of HR-performance relationships.

The Teaching Methodology

Students will receive a variety of instructions from multiple sources and methods, such as:

- The Interactive Learning Environment (ILE)

- Assigned readings from key sources, including textbooks and external resources - Lectures that review the essential points of the material

- Class discussions, facilitated by the trainers - Group exercises designed to help students apply their newfound knowledge, managed through the ILE

- Discussions about the trainers' practical experience with HR-performance relationships in organizations

In-person exercises will be supervised by a tutor and managed through the ILE. Remote training activities will be autonomously managed by students through the ILE, and online debriefing sessions supervised by a tutor will be planned.

The Learning Outcomes (I)

The student understands:

- how to properly adopt a system thinking approach to HR-performance relationship

- how to manage HR practices to achieving organizational goals through the improvement of organizational performance

- the mutual relationships amongst the HR practices

- that decisions are interdependent due to the feedback structure of the system

The Learning Outcomes (II)

The student is able to:

- analyze possible future events by considering alternative possible outcomes

- distinguish scenario planning, forecasting, and single path projections

- learn by their errors and to improve their competences in a protected environment

- to achieve their business goals acting as a company managers to obtain new competitive advantages in their (virtual) marketplace

- cooperate effectively with colleagues

STUDENTS WHO HAVE SUCCESSFULLY ATTENDED THE COURSE CAN OBTAIN UP TO 9 ECTS.

Please refer to your Learning Agreement

THE FACULTY

UNIVERSITY OF PALERMO

FRANCESCO CERESIA
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Assistant professor in work and organizational psychology at the University of Palermo, Italy. He has a PhD in Work and Organizational Psychology (University of Bolonia) and his work are focused on human resource management with a specific expertise in talent management and competence assessment. He published several research on international peer reviewed journals. He designed and delivered several system-dynamics based interactive learning environments for Higher Education Institutions, VET and Schools.

ENZO BIVONA
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Associate Professor in Business Management at the University of Palermo, Italy. He served as member of the Policy Council of the System Dynamics Society (2008-2010) and he currently coordinates the Transport Special Interest Group of the System Dynamics Society. He is member of the European Academy of Management. Professor Bivona's work focuses on performance management systems and policy design in private and public organisations using the System Dynamics methodology. His research has been published in leading management journals.

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Associate Professor of Business & Public Management at the University of Palermo, Italy. He is vice-coordinator of the PhD program in System Dynamics and teaches master-level courses, such as Business Strategy and Performance Management in the Public Sector. His main research interests concern business model design and innovation, sustainability, digital entrepreneurship, and system dynamics applied to strategic management. He has published in several academic journals, such as Long Range Planning, Business Strategy and the Environment, Journal of Business Research.

THE FACULTY

POLYTECHNIC OF PORTO

SALVADOR MANUEL GOMEZ ARAUJO
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Senior lecturer with a PhD in Psychology, focused on Human Development. He teaches Psychology, Communication, Leadership, and Occupational Health/Quality of Life in PPorto. Throughout his career he has assumed different management positions, he has also participated or coordinated different international research projects (GeNeus, UOF, ULISSES, ACADIGIA, …). He also collaborates in consulting, training and executive coaching processes with different entities.

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Senior lecturer with a PhD in Business Sciences, focused on Organisation and Human Resources (since 2011). She teaches Human Resources management at the ISCAP, Polytechnic Institute of Porto, Portugal (since 2000). She has been a research member of GOVCOPP, from University of Aveiro (since 2010), and CEOS.PP, from Polytechnic of Porto (since 2017). She is the Director of the Human Resources Management and Development Master Degree (since 2011)

THE FACULTY

MIGUEL HERNANDEZ UNIVERSITY

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PhD in Psychology from the University of Valencia. Professor of the Department of Behavioral and Health Sciences of the Miguel Hernández University (UMH). He teaches and researches in the field of Work Psychology, Organizations, Human Resources and Occupational Health. He has been the director of the University Master's Degree in Human Resources Management, Work and Organizations since 2008 and director of the Chair of Patronage in Work, Human Resources and Health since 2020, both at the UMH

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PhD in Psychology, she has been working at the Miguel Hernández University of Elche (Spain) since 2000. She is a member of the Salud-O research team in Occupational Health. Deputy Director of the Master's Degree in Human Resources, Work and Organisations Management and coordinator of the Master's Final Project. She has participated in 120 papers presented at conferences, 56 scientific publications, member of the organising committee of 11 conferences and director of four doctoral theses.

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Master in Social Communication from the Complutense University of Madrid and Researcher at the Miguel Hernández University of Elche. Expert in research management and communication in the fields of occupational health, human resources and visual impairment. Manager of social networks and web pages since 2008. International and national events organizer. Author of research publications. From 2020, manager at Master's Degree in Human Resources Management, Work and Organizations.

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Graduate in Psychology from Miguel Hernández University; Master in Human Resources Management, Work and Organizations from Miguel Hernández University; Master in Social and Work Psychology from the University of Palermo (Italy). He is an associate professor in the area of Basic Psychology of the Department of Behavioral Sciences and Health at the University Miguel Hernández. His main research activity focuses on the areas of Organizational Psychology, Human Resources and New Technologies in the workplace. He has several scientific publications and presentations at conferences on research and action in the area of Human Resources, both nationally and internationally.

THE FACULTY

UNIVERSITY OF LISBOA

CARLA CURADO
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Associate Professor at ISEG, Lisbon School of Economics and Management, Universidade de Lisboa, Portugal. Her research addresses Knowledge Management, Human Resource Management and Organizational Behavior. She is a researcher and founder director of the ADVANCE research center. Carla has been regularly presenting her work in leading international conferences and her research appears in numerous top journals. She is part of Stanford's List of World's Top 2% Scientists 2022.

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Assistant professor at ISEG School of Economics and Management of the University of Lisbon, Portugal, and researcher at Advance/CSG. She has a PhD at University of Cambridge (UK) and teaches in the area of Human Resources Management (HRM) and Organisational Behaviour (OB). Her publications are in HRM and OB, science and technology, and sustainability. Currently, she is a member of the coordination team of the ISEG degrees in HRM (Master) and Management (Bachelor).

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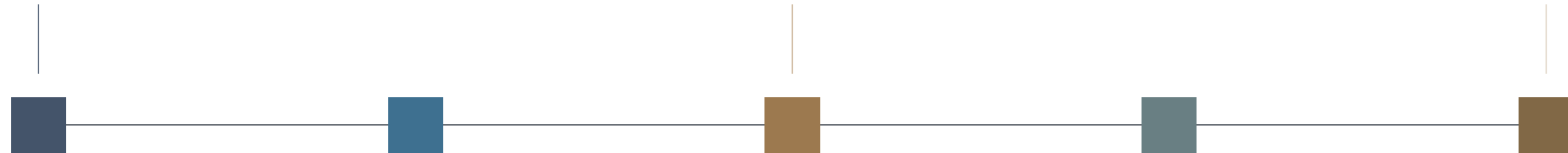
THE PATH TO THE EXAM

Each student can participate in no more than two exam sessions.

22-26 MAY 2023
IN-PERSON TRAINING

10 JUL 2023 – 10:00 AM
(ITALIAN TIME ZONE)

FIRST EXAM SESSION

11 SEP 2023 – 10:00 AM
25 SEP 2023 – 10:00 AM
(ITALIAN TIME ZONE)

SECOND EXAM SESSION

THIRD EXAM SESSION

29 MAY – 30 JUN 2023
REMOTE TRAINING
SINGLE PLAYER & MULTIPLAYER IN EXERCISE MODE

01 JUL – 10 AUG
REMOTE TRAINING
SINGLE PLAYER & MULTIPLAYER IN EXERCISE MODE

26 – 30 JUN 2023
SINGLE PLAYER ILE IN EXAMINATION MODE

03 – 07 JUL 2023
MULTIPLAYER ILE IN EXAMINATION MODE

28 AUG – 1 SEP 2023
SINGLE PLAYER ILE IN EXAMINATION MODE

4 – 8 SEP 2023
MULTIPLAYER ILE IN EXAMINATION MODE

THANK YOU

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