People Management (F710335)

Course size — *(nominal values; actual values may depend on programme)*

Credits 5.0   **Study time** 150 h

Course offerings and teaching methods in academic year 2026-2027

A (semester 1)	Dutch	Gent	group work
			lecture
			independent work
			seminar

Lecturers in academic year 2026-2027

Audenaert, Mieke	EB23	lecturer-in-charge

Offered in the following programmes in 2026-2027	**crdts**	**offering**
Master of Science in Business Administration(main subject HRM and Organizational Management)	5	A

Teaching languages

Dutch

Keywords

HRM vision, Job analysis, training and development, performance appraisal conversation, feedforward conversation, career management, HRM cycle, gap HRM practice and science

Position of the course

Previous and parrallel running courses provide theoretical insights and knowledge on how high-commitment HRM can motivate employees. 'People management' takes the next step by letting students experience the science-practice gap and furthering students' insights on evidence-based HRM practices. In People Management we want to provide students with an experiential approach to the study of HRM while focusing on the enhancement of student skills in applying HRM. Students are provided with the conceptual background and research insights necessary to understand and work on relevant issues in HRM. We start from the HRM-motivation value chain in which also leadership plays a crucial role. In addition, the students participate in individual and group exercises that require the application of chapter content to specific problems designed to develop critical personal skills in HRM systems such as job analysis, career management, performance appraisal, employee training and development, job classification, comp&ben and other major HRM practices.

Contents

HRM-motivation value chain
Performance-based job description
Job analysis and competency analysis
Performance appraisal conversation
Employee training and development
Compensation and benefits
Career management
Leadership

Initial competences

Introduction management, psychology, sociology, economy

Final competences

1 Apply evidence-based HRM practices for people management issues
2 Analyze challenges in the domain of people management based on scientific insights.
3 Use relevant information and data sources of people management
4 Translate research results in practice oriented sollutions.
5 Situate the science-practice gap of people management.
6 Takes standpoints on people management challenges based on science.
7 Provides well-structured, written recommendations for people management.
8 Performs well in team-based context.

Conditions for credit contract

Access to this course unit via a credit contract is determined after successful competences assessment

Conditions for exam contract

This course unit cannot be taken via an exam contract

Teaching methods

Group work, Seminar, Lecture, Independent work

Study material

Type: Handbook

Name: Leiders Doen Groeien
Indicative price: € 46
Optional: no
Language : Dutch
Author : Mieke Audenaert
ISBN : 978-9-46498-365-4
Number of Pages : 350
Online Available : No
Available in the Library : Yes
Available through Student Association : Yes
Usability and Lifetime within the Course Unit : intensive

Type: Slides

Name: na
Indicative price: Free or paid by faculty
Optional: no
Available on Ufora : Yes
Online Available : Yes

References

Course content-related study coaching

Weakly fixed feedback adjacent to the classes

Assessment moments

end-of-term and continuous assessment

Examination methods in case of periodic assessment during the first examination period

Written assessment

Examination methods in case of periodic assessment during the second examination period

Written assessment

Examination methods in case of permanent assessment

Skills test, Peer and/or self assessment, Assignment

Possibilities of retake in case of permanent assessment

examination during the second examination period is possible in modified form

Extra information on the examination methods

- Assignment with groupwork/individual work. Student can be 'fired' from the group after appraisal conversations if working behaviours are below standards.
- When the student does not pass for the group/individual task in the first term, a new task will be provided in the second term and the student will be assigned to a new team.
- Written exam (applies both to first and second term)

Calculation of the examination mark

End-of-Term evaluation 40%, permanent evaluation 60%
Consequences of failing part of the evaluation: The student must have passed both parts in order to pass. If one of the components is not passed, the final score will be reduced to the highest non-pass mark (9/20) if the final score would nevertheless be a number of ten or more out of twenty. Consequences of not respecting deadlines: Not respecting deadlines of the group/individual work leads to a zero for the group work.