

Human resource management

Session 1

Human resources : what are we talking about?



Edward Burtynsky © **Manufacturing #14**
Bird Mobile, Ningbo, Zhejiang Province, China, 2005

Summary of the session

1. Introducing Myself
2. How shall we interact ?
3. Who are you?
4. The syllabus, assessments, manuals
5. A ritual : Following the news
6. Introduction to HRM

Justine Loizeau

Research themes:

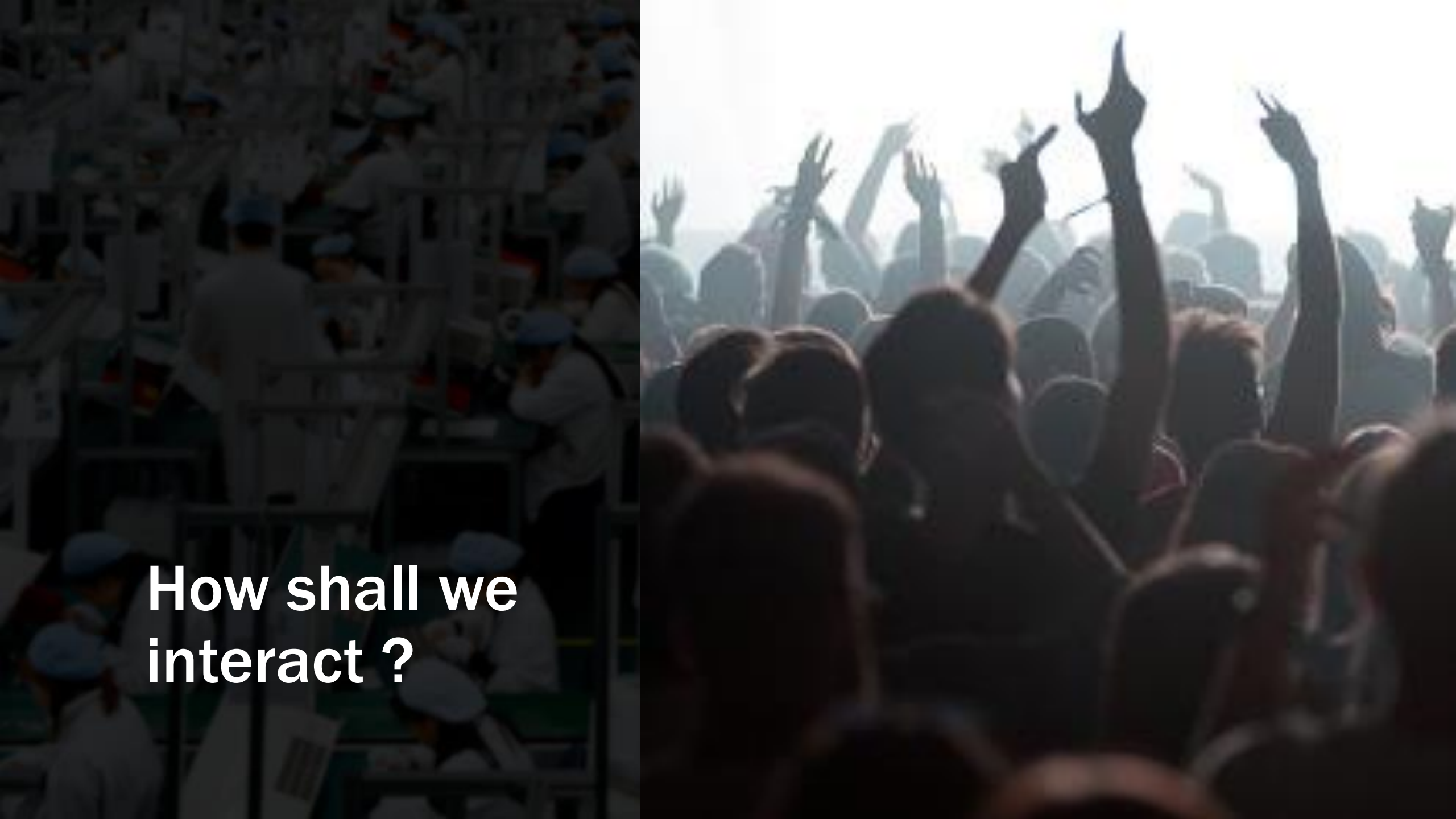
Sustainability, Anthropocene,

Sustainable management of resources

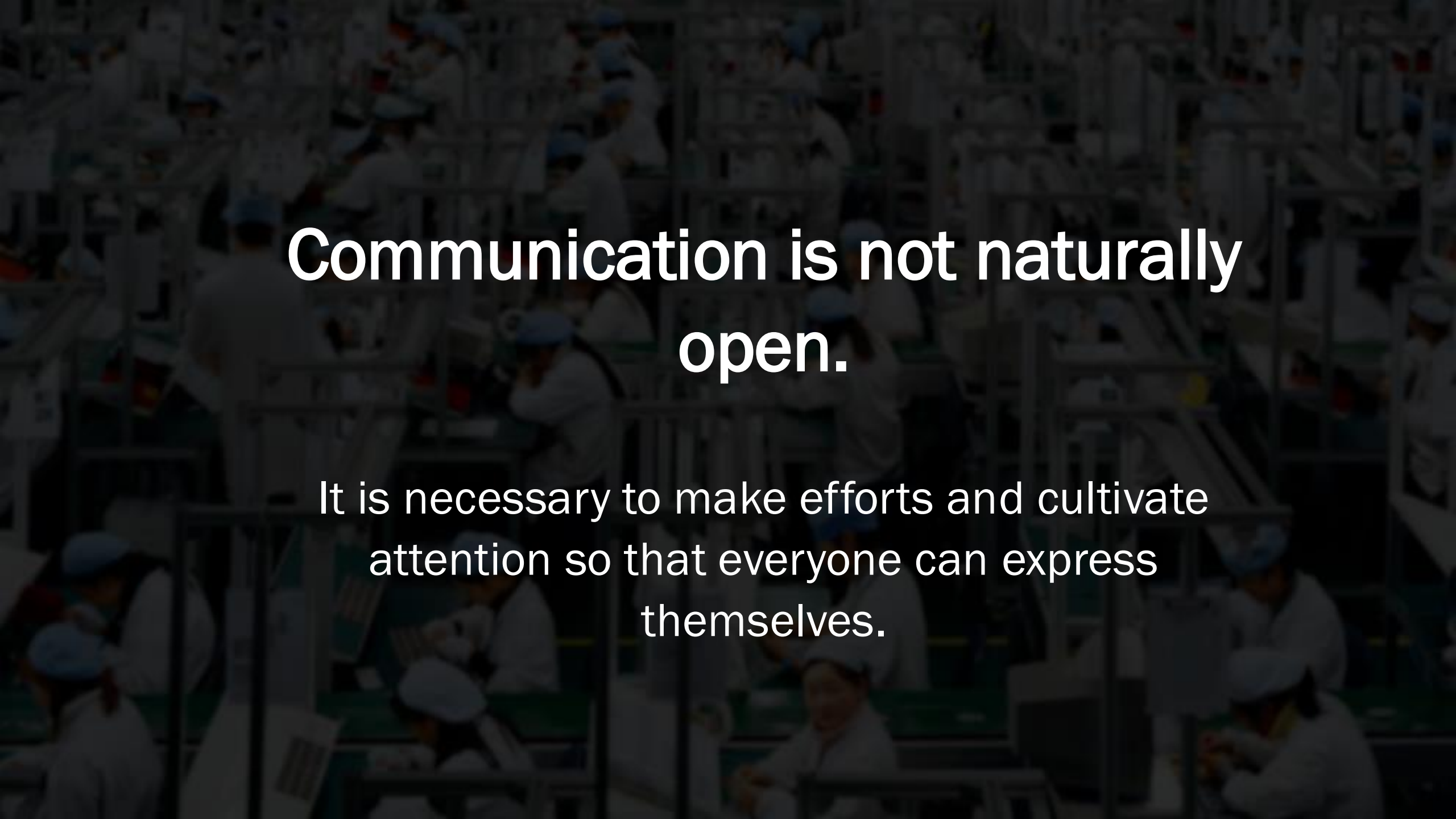
Commons

Alternative Organizations

Critical approaches in management

The image is a vertical split. The left half is a dark, grainy photograph of a large crowd of people, mostly seen from behind, wearing light-colored shirts. The right half is a lighter, more clear photograph of a crowd with many hands raised in the air, some making peace signs, against a bright, overexposed background. The text "How shall we interact ?" is overlaid on the left side of the image.

**How shall we
interact ?**



**Communication is not naturally
open.**

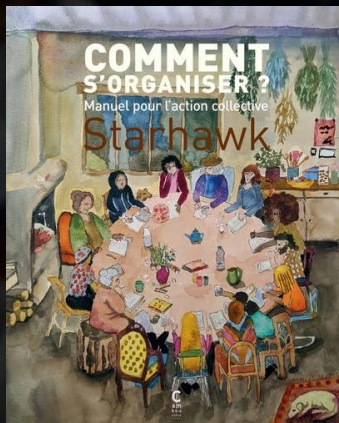
It is necessary to make efforts and cultivate
attention so that everyone can express
themselves.

Why are there inequalities in the distribution of speech?

- Speaking time is shaped by power dynamics
- A differing sense of legitimacy stemming from our socialization
- Shows up in practice when there are naturalized practices within groups that fail to account for power dynamics

How does this show up in practice?

- Interrupting — "what I have to say is more important »
- Elaborating on others' ideas — "what so-and-so meant to say is »
- Taking credit for others' ideas without acknowledging them
- Taking center stage, dominating the acoustic and physical space



We must take collective responsibility in the way we interact

It's okay:

to be lost
to ask "stupid" questions
to be wrong
to express your emotions

- Collectively make sure to:
- Invite those who speak a lot to step back
- Encourage/credit those who speak less
- Take into account our social positioning: age/level of education/gender/racialization/disability
- Respect everyone's needs



**We must take collective responsibility in the way
we interact**

I refuse:

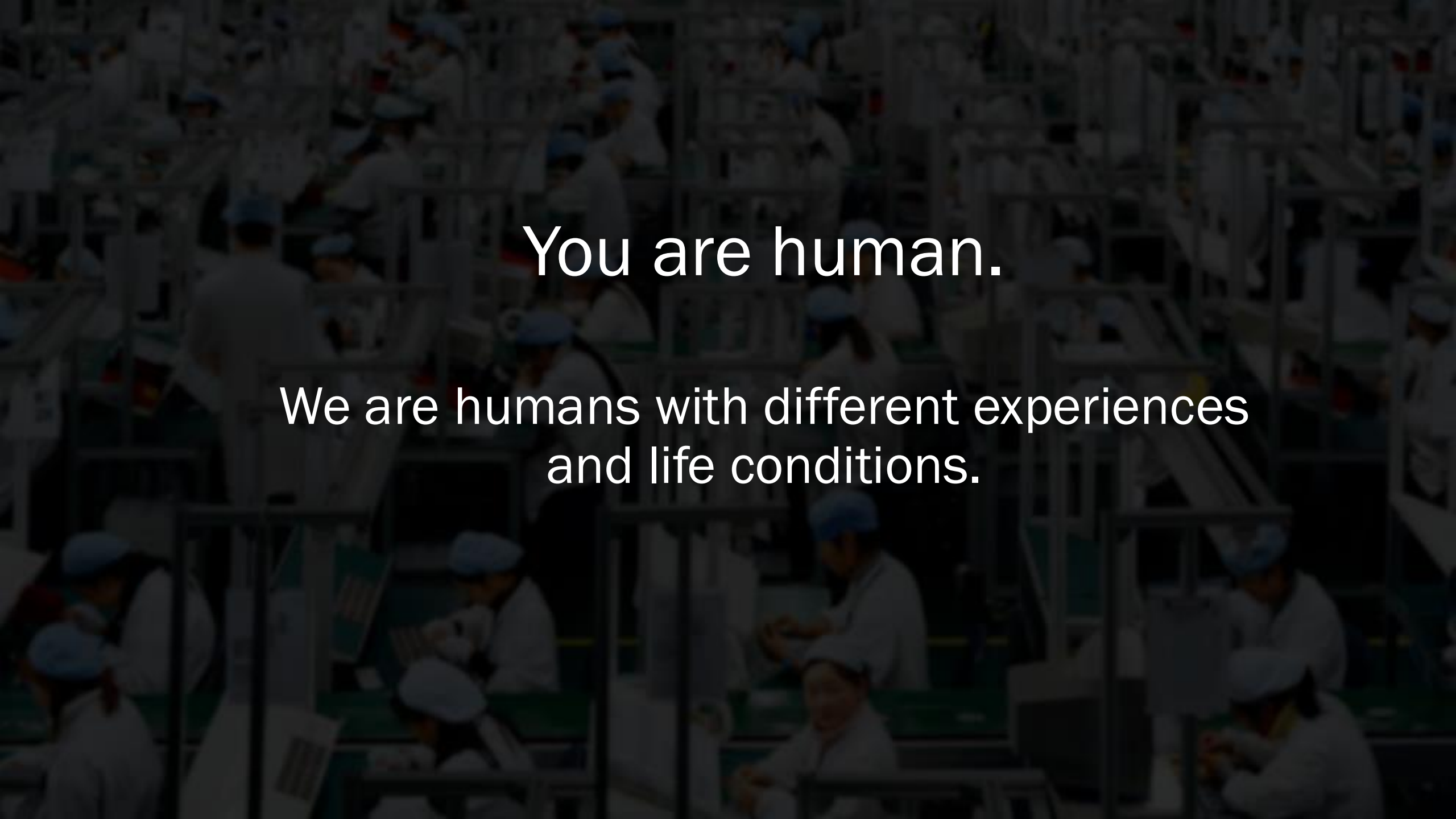
Dynamics of exclusion: talking behind
people's backs, badmouthing,
scapegoating.

discriminatory behaviors



We must take collective responsibility in the way we interact

- The questions raised over the course of the week may sometimes be emotionally charged for some people
- We may:
 - Open up intimate questions ---> listen to one another and not judge others' experiences
 - Encounter disagreements ---> distinguish conflict from aggression



You are human.

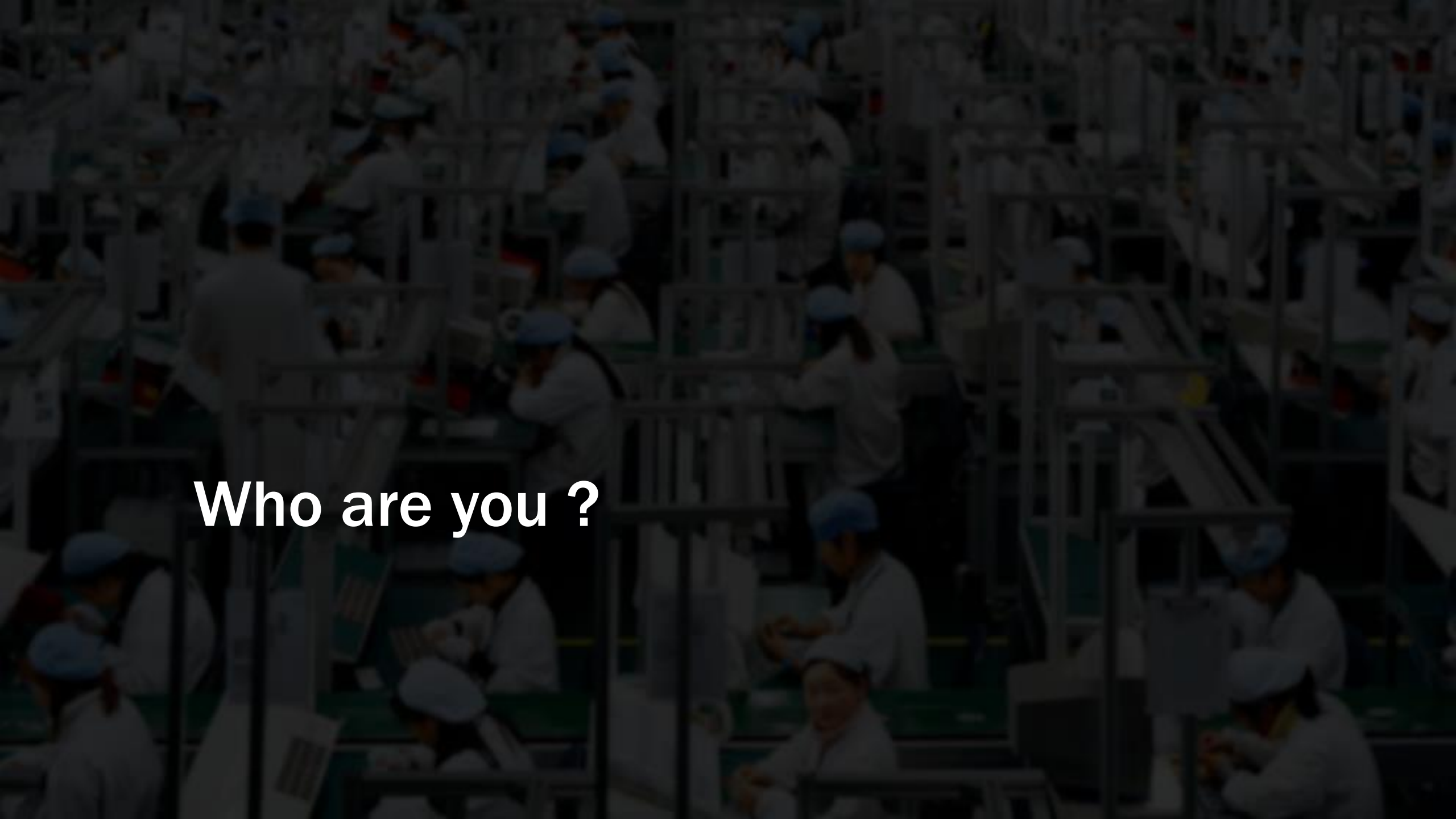
We are humans with different experiences
and life conditions.

We are humans

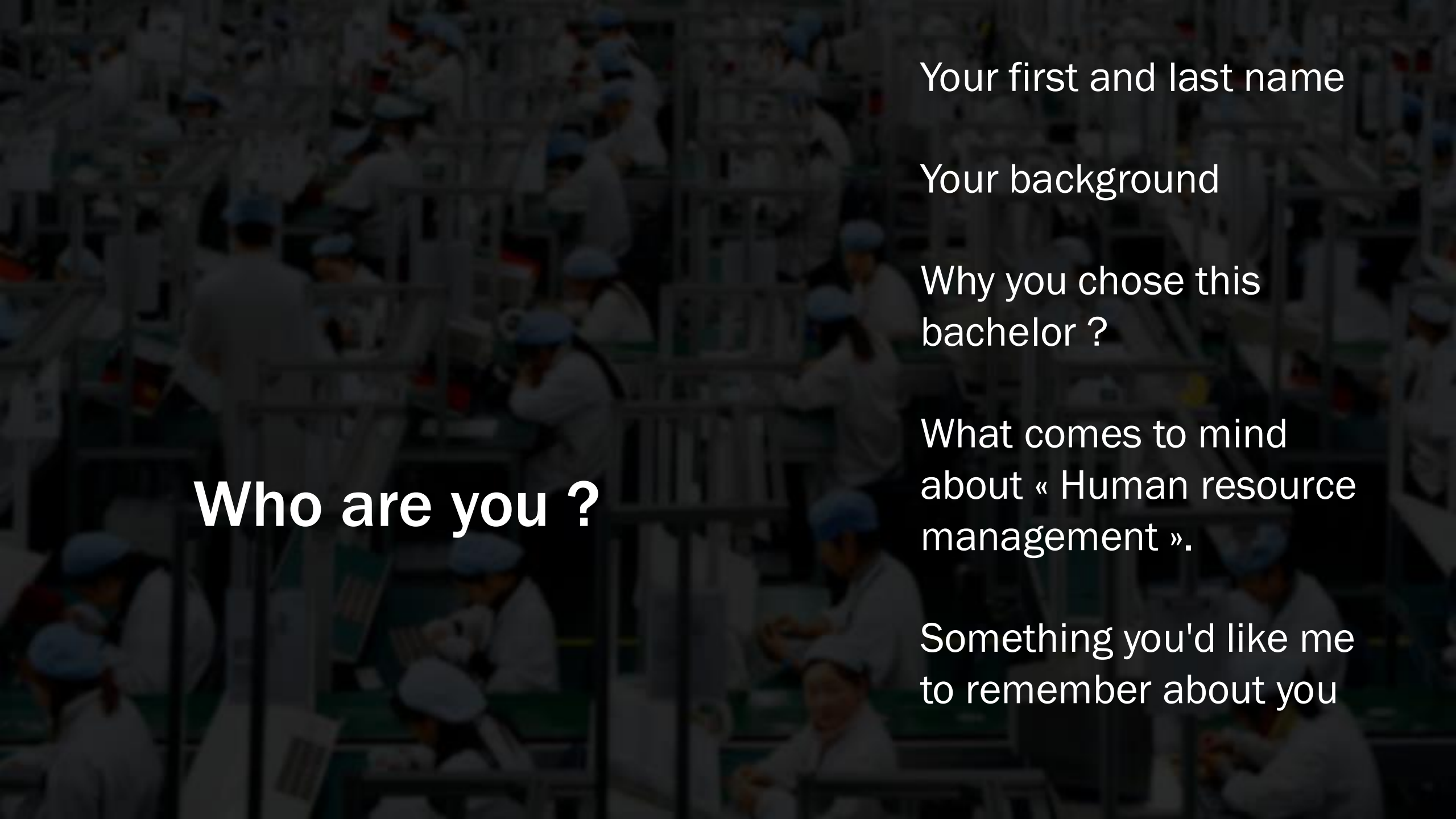
- Speaking from the "I »
- One's lived experience is a legitimate object of knowledge
- Non-judgment: mutual respect and respect for everyone's experiences
- If you have a specific need: you can come see me during the break and we'll adapt
- I invite you to pay attention to the state of others in the group

About English

- This course is taught and assessed in english.
- You are *not* assessed on your mastery of the language : being more or less comfortable in English is fine
- Feel free to ask me to:
 - Repeat
 - Rephrase
 - Slow down

A dark, high-angle photograph of a crowded classroom. Numerous students are seated at rows of desks, facing forward. The image is dimly lit, with the text 'Who are you ?' overlaid in white. The students are mostly wearing light-colored shirts, and some are wearing blue caps. The desks are arranged in a grid-like pattern, and the overall atmosphere is one of a busy, packed educational environment.

Who are you ?



Who are you ?

Your first and last name

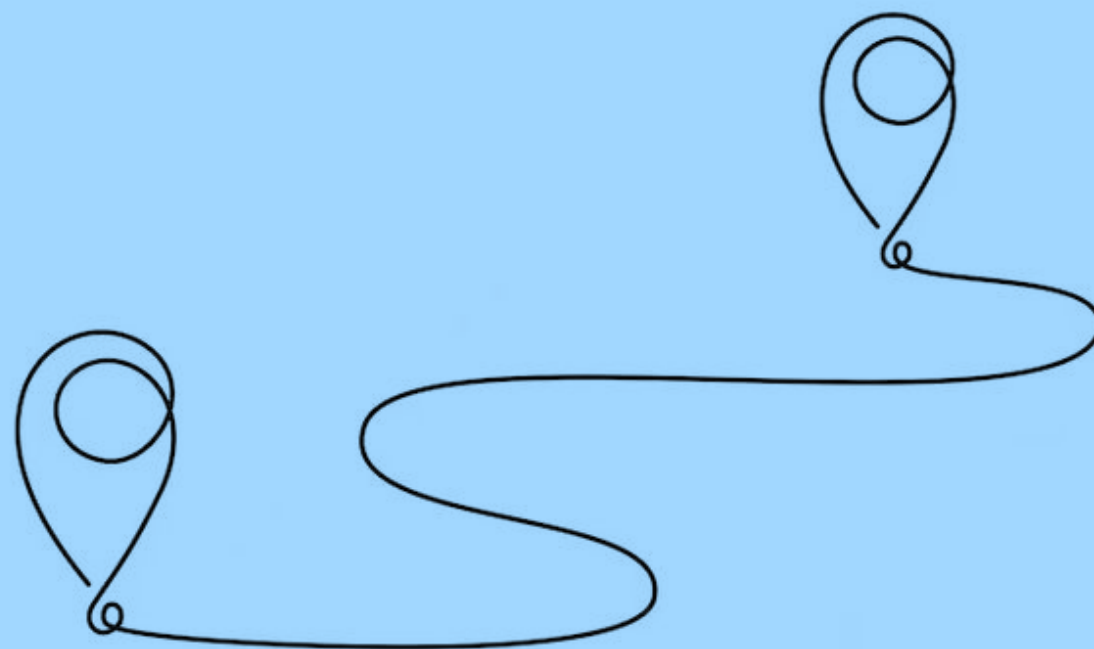
Your background

Why you chose this bachelor ?

What comes to mind about « Human resource management ».

Something you'd like me to remember about you

Syllabus



Session 1 - Human Resource Management : Towards a definition

Session 2 - Where does HRM come from? A history of work organisation

Session 3 - Meaning, recognition and engagement

Session 4 - Individual and collective: from the contract to the community

Session 5 - Psychosocial Risks and suffering at work

Session 6 - Diversity and inequalities

Session 7 - The transformations of work (1)

Session 8 - Transformation of work (2) Climate change

Session 9 - HRM in SSE organizations

Reference manual

MANAGER RH

Laurent TASKIN
Anne DIETRICH

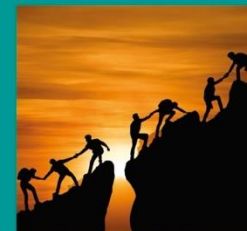
Management Humain

Une approche renouvelée
de la GRH et du comportement
organisationnel

Préface de Pierre-Yves GOMEZ

3^e édition

deboeck B
SUPÉRIEUR



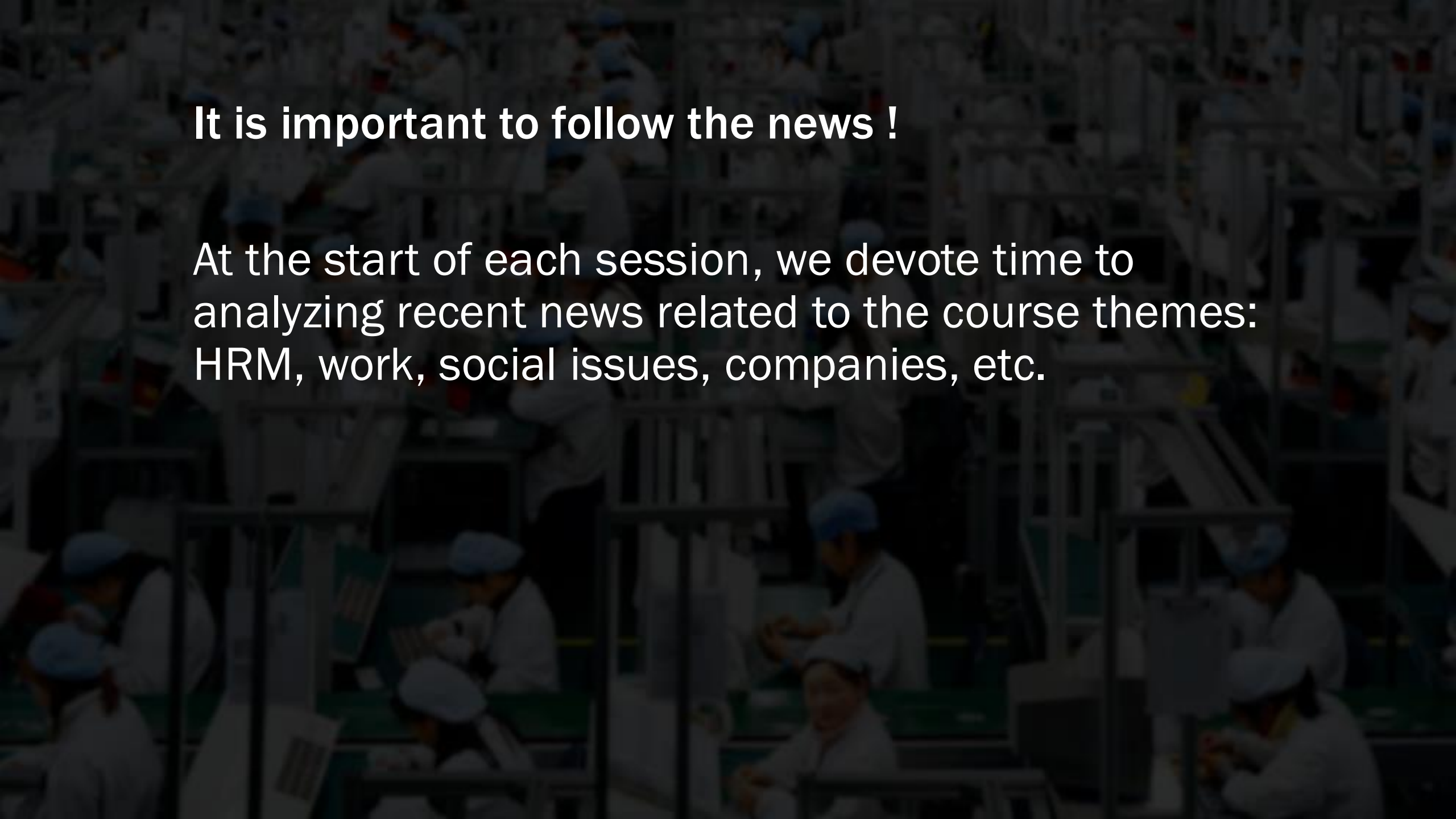
Assessment

- 30% – Continuous assessment :
 - a group presentation analyzing a current news topic.
 - participation
- 70% – Final exam:
 - Multiple-choice questionnaire and/or case study

Continuous assessment

**It is important
to follow the
news !**





It is important to follow the news !

At the start of each session, we devote time to analyzing recent news related to the course themes: HRM, work, social issues, companies, etc.

7 persons per group

Session 2	Group 1
Session 3	Group 2
Session 4	Group 3
Session 5	Group 4
Session 6	Group 5
Session 7	Group 6
Session 8	Group 7
Session 9	Group 8

What to prepare

- Split your group into 2 sub-groups: one of 3 and one of 4 persons (Group A and Group B)
- Send me the news items you want to analyze in advance by email, so I can check that no one covers the same topic
- Each sub-group presents a news item and its analysis — try to link it to concepts seen in class
- Then we open the discussion with the rest of the class

Format

5 min – Group A presentation

10 min – discussion with the class

5 min – Group B presentation

10 min – discussion with the class

Where to follow the news

Possible sources:

Novethic (accessible via the library website)

Les Echos

The World

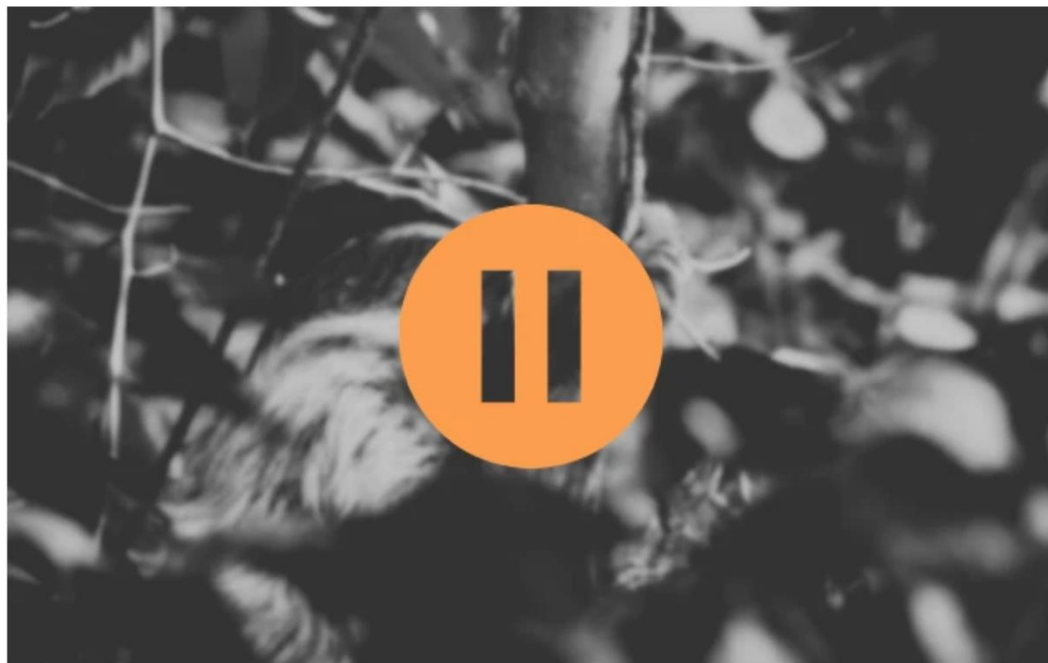
Mediapart

CareNews

The Guardian...

En ce moment

CANICULE 2026



Une semaine de pause pour mieux



"L'économie ne peut plus se construire sur des actifs qui fondent", Diego Landivar, économiste et anthropologue

Par Clément Fournier

Capital-risque : les fonds qui misent sur la RSE prennent de l'avance



Par Arnaud Dumas

Avant ChatGPT, ces fictions avaient vu venir la révolution de l'IA

Par Arnaud Dumas

Rhin, Danube... les fleuves européens en manque d'eau mettent l'économie à sec





**In your opinion,
what is human
resources
management?**

1. What is HRM ?

1.1. Traditional HRM

(Jain & Murray, 1984) “Attracting and retaining the best people and creating in them the desire to do the best possible work”

(Caers, 2021). “A management discipline serving the achievement of the company’s objectives in an effective and efficient way, by planning, organising, directing and controlling the use of organisational resources”

Le Gall (2018): “a corporate function that aims to achieve an effective and lasting fit between a company’s employees and its jobs, in terms of headcount, qualification and motivation. Its objectives are quality of working life, the development of exchange and cooperation, and the continuous optimisation of skills in the service of the company’s strategy.” More generous: it mentions quality of working life. But it ends on “in the service of the strategy”.

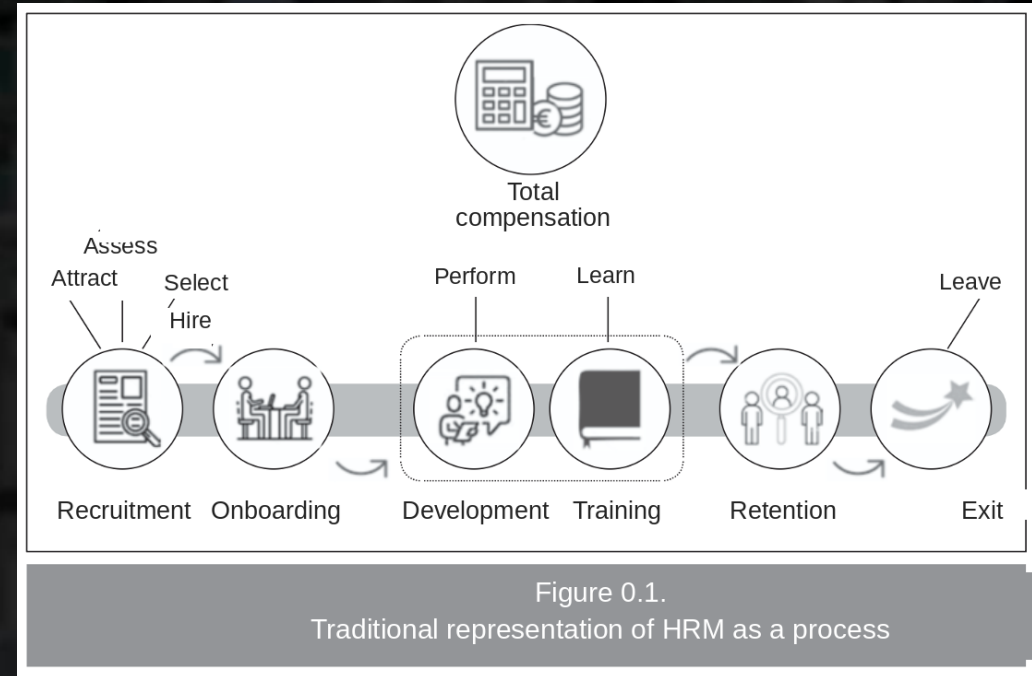
1. What is HRM ?

1.1. Traditional HRM

The employee lifecycle

The ambition to attract, develop and retain "talent"

It unfolds as a process



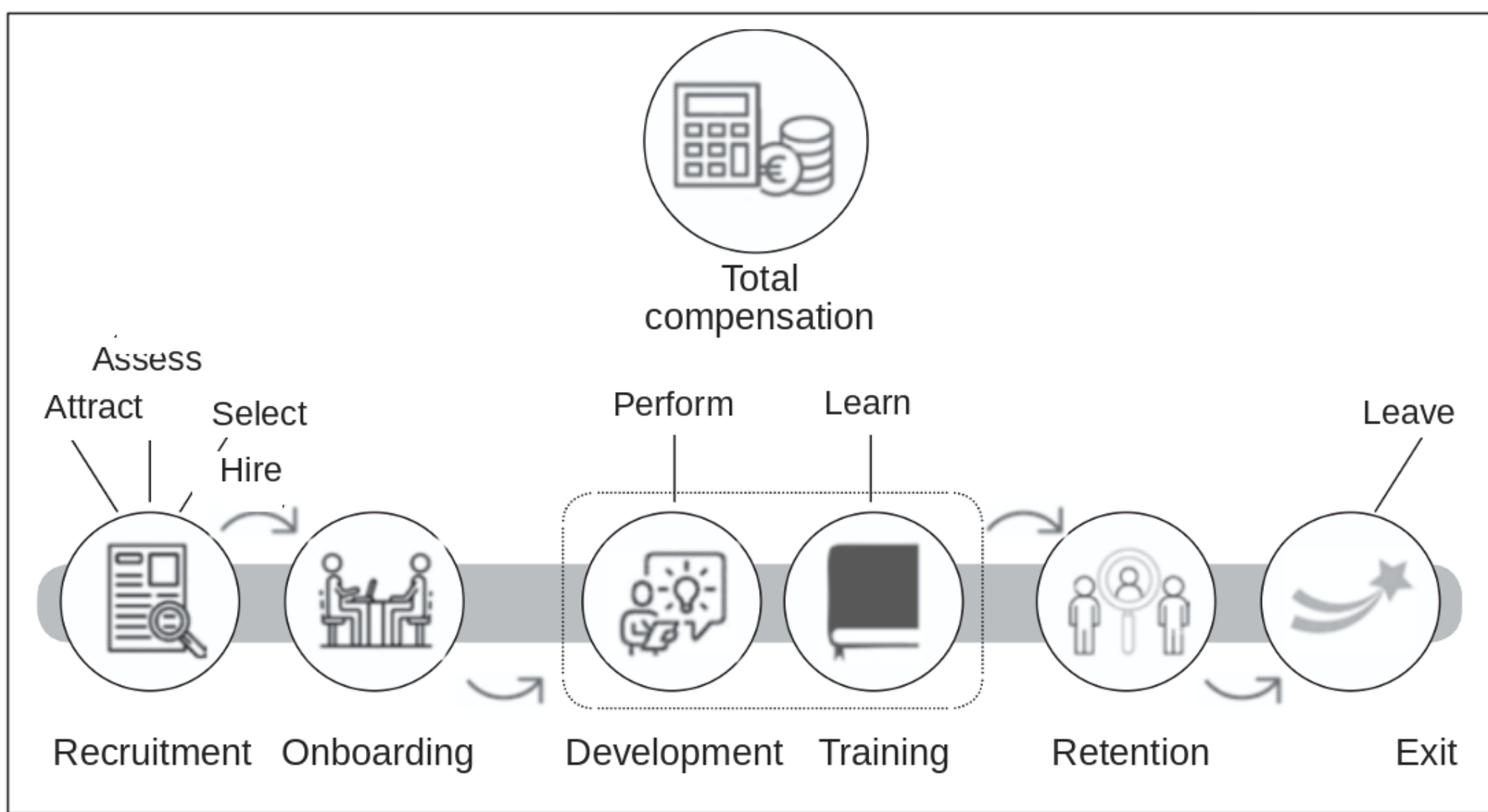


Figure 0.1.
Traditional representation of HRM as a process

1. What is HRM ?

1.1. Traditional HRM

3 main areas of HRM

1. **Micro HR management**: management of individuals and groups, and the organization of work and social relations
2. **Strategic HR management**: management of the HR function in relation to its contribution to the company's performance policies
3. **International HR management**: focuses on HRM activities specific to multinational companies

1. What is HRM ?

1.1. Traditional HRM

HR Metrics

- HR management is characterized by the use of specific metrics.
- HR metrics quantify the impact and measure the success of HR management.

11 HR Metrics

1. Revenue per employee
2. Performance & potential
3. Engagement rating
4. Time to hire
5. Cost per hire
6. Early turnover
7. Employee happiness
8. Voluntary turnover rate
9. Talent turnover rate
10. Retention rate per manager
11. Training expenses per employee
12. Training effectiveness index
13. Training efficiency



1. What is HRM ?

1.1. Traditional HRM

Organizational behaviour (OB)

Definition: the field that studies human behavior in organizations, at three levels — the individual, the group, the organization — from a multidisciplinary perspective.

Objects: engagement, motivation, satisfaction, sense of justice, recognition.

"Human resources are no longer a cost to be minimized but a resource to be optimized" (Stinglhamber, 2014).

1. What is HRM ?

1.1. Traditional HRM

Articulation GRH / OB ?

Two related and complementary disciplines.

HRM organizes work and influences behavior through management practices.

OB models these behaviors and measures the effects of management systems on them.

1. What is HRM ?

1.2. Limits of traditional HRM

An ambition to predict and control humans, doomed to failure?

It is impossible to predict the effect of an HR system (a given type of training, a given evaluation process) on behavior and on economic or financial performance.

The link between a strategic HR function as a source of competitive advantage and company performance remains empirically unestablished, or at best uncertain (Taskin & Pichault, 2012; Truss, 2001).

"In a hotel, management has decided that a housekeeper must clean three rooms per hour:

How does she perceive it? What does she experience day to day?"



1. What is HRM ?

1.2. Limits of traditional HRM

Distinguishing what is designed / perceived / experienced in work

- **designed**: the practice, the strategy decided by a management committee.
- **perceived**: how people see the practice, what they believe it means, the behaviors it calls for.
- **experienced**: the meaning the practice takes on when it is lived out, the felt, personal experience that results from it.

→ Reflexivity. Employees appropriate these systems in very different ways. The system does not mechanically produce its effect: it is interpreted.

(Jain & Murray, 1984) “Attracting and retaining the best people and creating in them the desire to do the best possible work”

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What definition of a human do they give ?

1. What is HRM ?

1.2. Limits of traditional HRM

The human as "resource": the anthropological void

The human is never explicitly defined.

But the human is implicitly defined by the word "resource" — that which is mobilized, optimized, adjusted, on the same footing as capital or machines.

=> the dominant HR models therefore treat people as objects to be put to work.

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What is the aim of HRM ?

1. What is HRM ?

1.2. Limits of traditional HRM

The purpose of HRM never discussed

Yet it is indeed the owners of capital who define the purpose of the company;

management → operationalizes it into strategy; strategy → breaks down into policies, including HR policy.

=> humans are resources to be mobilized as effectively as possible to serve a purpose they did not choose.

1. What is HRM ?

1.2. Limits of traditional HRM

The « real » purpose of OB and HRM

- OB: understanding what influences behaviour, in order to “optimise the human” with regard to productive expectations.
- HRM: steering behaviours (training, appraisal, compensation) so that resources are as productive as possible.

1. What is HRM ?

1.2. Limits of traditional HRM

What this costs ?

- Treating the human being as a “resource” established a link — at least a theoretical one — between HR policies and company performance.
- And from the perspective of employees : saying “people are a resource” was a way of saying “we count”.
- But today, this same dehumanised conception is what undermines its legitimacy.
 - In the 2020s, an ever stronger societal demand calls for rehumanising work, and for respecting and promoting human dignity

1. What is HRM ?

1.2. Limits of traditional HRM

What Taskin and Dietrich denounce :

1. Measurement practices. Continuous reporting, performance appraisal: they erase human work in favour of digital data.

- loss of meaning at work, a feeling of deskilling, the reduction of the human being to a factor of production.

2. Practices installed in the very name of well-being.

- Telework and shared offices, presented as a victory — and which heighten the feeling of invisibility.
- Knowledge-sharing tools, presented as collaborative — and which lead workers to feel dispossessed of a knowledge they spent years of work and intelligence building.

64% of employees and 46% of managers feel they are not trusted (LSE, 2021)

14.6% of Dutch workers in a situation of burn-out; 10.5% in Germany (Eurofound, 2018)

51% of British workers experience anxiety at work (Eurofound, 2018)



How do you explain it ?

1. What is HRM ?

1.2. Limits of traditional HRM

« **Work** » is never defined in HRM even though it is at the core of it

Summary

- **HRM & OB** organize work and steer behavior, within a means-end logic: practices are means, valued only by the performance they serve.
- **A failed ambition to predict** : no established link between HR practices and performance. Devices are perceived and experienced, not applied to passive objects: **designed / perceived / experienced**.
- **The human as "resource"** :
 - the *anthropological void*: HRM never defines the human, reducing it to a resource to optimize
 - the *purpose* is never discussed — set by capital, not by those who serve it → in "three rooms/hour," the person disappears
- **What it costs** : a dehumanized conception now undermining HRM's legitimacy.
 - Ill-being at work is not an accident, but the effect of a way of conceiving the human.
- Important to question » what is work »

Bibliography

- Taskin, Laurent, and Anne Dietrich. *Management humain*, 3rd ed., De Boeck, 2024.
- Le Gall 2018. La gestion des ressources humaines. Que sais-je.