Pedagogical guidelines of Module 4

Social Responsibility in Human Resources Management

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I. Identity form of the module 4

Domain	Executive MBA Module focused on Ethics and Practices of Social Responsibility definitions for the Top-Management on the Human Resources of the Organisations, in order to enable the implementation of Human Resources policies and processes covering Social Responsibility practices.
Subject	Ethics and Practices of Social Responsibility definitions for the Top-Management centred on tools and models of OSR Processes to the decision-makers on the implementation of Human Resources policies and processes covering Social Responsibility practices.
Key concept	A response to disparities emerging from the dimension of new social phenomena: volume and characteristics of unemployment, precarious employment, occupational safety and health, collective bargaining and poor marketing communication.
Title	**Social Responsibility in Human Resources Management**
Date of Creation	September 2009
Date of last update	November 2009
Author(s)	Luís Bento, José Varela, Maria Helena André, and Fernando Reis
Training materials	265 PowerPoint slides, 2 case studies, practical examples for illustration, national and European legislation and other international conventions or relevant treaties
Summary	By completing this module, the students must be able of develop and apply knowledgeable in the methodology for top-down implementation of the OSR process in SMES and other Organizations in Europe and abroad. Also in the issues of Ethics and Practices of Social Responsibility definitions for the Top-Management on the Human Resources of the Organizations. In that order, the teachers shall concentrate their work to provide tools and models of OSR Processes to the decision-makers the implementation of Human Resources policies and processes covering Social Responsibility practices. The course is aimed to develop knowledge, skills and competences for practical management of OSR implementation in HR Management, using the tools understood through the course.

II. Educational potential of the course

A. Target groups

This module addresses to MBA students in HR management which can develop their professional carriers as company leaders, HR managers, other professionals related to the HR management such as consulting, training, and teaching. A precondition is to have a superior technical or university degree.

B. Educational objectives

To know how to implement the contents and knowledge learned from the methodology for top-down implementation of the OSR process in SMES and other Organizations in Europe and abroad.

C. Educational Process

The educational process involves transfer of knowledge, competences and skills based on the **skill-based approach through case studies development, questionnaires exploitation, communication group cases and pedagogical presentations**.

III. Integration within existing MBA(s) – ECVET rules

This Module can be integrated in existing or future MBA(s) in several ways:
1. **As an autonomous SMBA (Short MBA);**
2. **Distributed by the different areas as a complement;**
3. **As a complement of existing HR MBA(s)**
4. **As a complement of existing Sustainable Development MBA(s);**
5. **As a complement of CSR MBA(s).**

According to UE Recommendation to the member states – **Recommendation of the European Parliament and the Council** of 18 June 2009 on the establishment of a European Credit System for Vocational Education and Training (ECVET) an ECVET approach should apply the following definitions:
   a. **'Qualification'** means a formal outcome of an assessment and validation process which is obtained when a competent institution determines that an individual has achieved learning outcomes to given standards;
   b. '**Learning outcomes'** means statements of what a learner knows, understands and is able to do on completion of a learning process and which are defined in terms of knowledge, skills and competence;
   c. '**Unit of learning outcomes'** (unit) means a component of a qualification, consisting of a coherent set of knowledge, skills and competence, that can be assessed and validated;
   d. '**Credit for learning outcomes'** (credit) means a set of learning outcomes of an individual which have been assessed and which can be accumulated towards a qualification or transferred to other learning programmes or qualifications;
   e. '**Competent institution'** means an institution which is responsible for designing and awarding qualifications or recognising units or other functions linked to ECVET, such as allocation of ECVET points to qualifications and units, assessment, validation and recognition of learning outcomes, under the rules and practices of participating countries;

f. '**Assessment of learning outcomes'** means methods and processes used to establish the extent to which a learner has in fact attained particular knowledge, skills and competence;

g. '**Validation of learning outcomes'** means the process of confirming that certain assessed learning outcomes achieved by a learner correspond to specific outcomes which may be required for a unit or a qualification;

h. '**Recognition of learning outcomes'** means the process of attesting officially achieved learning outcomes through the awarding of units or qualifications;

i. **'ECVET points'** means a numerical representation of the overall weight of learning outcomes in a qualification and of the relative weight of units in relation to the qualification.

According to the ECVET model this Module - **Social Responsibility in Human Resources Management** can give 20 to 30 credit units, depending on the integration Model and the total time of existing MBA(s).

IV. Playing recommendations on the Module

- Exploitation of different management practices.
- Case Studies.
- Referential guest to lecture about best practices.
- Exploitation of different communication practices.
- Knowledge examination tests.
- Critical analysis.
- Cases investigation.
- Cases development.
- National bad and good examples.
- International bad and good examples.
- Best practices analysis.
- Group workshops.
- Field work.
- Conferences.

A. Duration of the module

- 58 lecture classroom hours through 6 weeks.

B. Face-to-face duration (including remote F-2-F)

- 80 hours or more along 6 weeks.

C. Related activities and their duration

- Tutorials: 58 hrs
- Group work: 40 hrs
- Case studies: 24 hrs
- Field work: 16 hrs
- Group Work: 40 hrs
- Group Tests: 6 hour

D. Questions for the kick-off of the course
1- Do you have any experience in OSR Management?
2- Do you have any studies in OSR Management?
3- Do you know any experiences in HR Management?
4- Do you have any experience in OSR Communication?
5- Do you have any practice research in Ethics?
6- Do you have any experience in OSR Governance?
7- Do you have any knowledge in SR Marketing?
8- Do you have any experience in Branding or Labellisation?

E. Questions to structure the discussion/the training
1- How important is the role of your practice inside your organization?
2- What is the impact of OSR Management in the HR area of the companies?
3- What should be the main skills for a HR Manager on his activity concerning the OSR Governance?
4- What is the role of the HR in the Marketing-mix of an organization?

F. Debating questions
1- Are OSR influence HR Management in a successful way to improve the performance of an organization?
2- In your opinion, what are the limitations of OSR Management?
3- In your opinion, what could improve the level of HR Management when OSR policies are implemented?
4- In your opinion, what is the role of HR Management in the Marketing Communication of an Organization?

V. Acknowledgement and references

A. European support from the Lifelong Learning Programme

B. References and global approach:

- ▶ The present pedagogical guidelines and the related training module are part of a global training solution on OSR developed within the HERMES-OSR project (www.hermes-osr.eu).
- ▶ A set of training materials have been developed as a toolkit for the trainers and training organisations validated by the Hermes-OSR project.
- ▶ Syllabus for each of the training module is available on the Hermes-OSR website.
- ▶ 4 training modules have been developed as a generic and flexible approach mainly for subcontracting SMEs and extend as well to all types of organisations and stakeholders:
  - o Module 1 – Awareness rising on OSR
  - o Module 2 – Inception training to answer fundamental questions in a practical way and applied to specific needs of the audience
  - o Module 3 – Applied training for OSR operators and managers involved in the deployment of OSR approaches. This module can be delivered by key topics to fit organisations' needs.
  - o Module 4 – Ethics and deontology issues and OSR module to be integrated in existing MBA training (strategy and managerial issues).
- ▶ Module 3 and 4 are also included in a labellisation process of the training organisations. FLA, the Fair Labor Association (www.fla.org) has been involved in the definition of the labellisation process and system recognition of the training solution.

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