



Human resources managements: issues and challenges in 2021

SEMINAR INSTRUCTOR Diane-Gabrielle Tremblay, Canada

PRE-REQUISITES None

SCHEDULE Thursday/Friday/
Saturday: 1pm to 4pm/ 5pm
to 8pm

LANGUAGE English

FEES 1650€



Diane TREMBLAY

Diane-Gabrielle Tremblay is a professor at the School for Administrative Sciences at the Université TELUQ (University of Quebec). She holds the Canada Research Chair on the Socio-Organizational Challenges of the Knowledge Economy

(<https://www.teluq.ca/chaireecosavoir/indexeng.htm>) since 2002, which was renewed in 2009. She is also the director of a CURA (Community-University Research Alliance) on Work-life Articulation Over the Lifecourse (CURA-WAROL) (<https://spip.teluq.ca/aruc/spip.php?article2>), and a researcher at the Center for research on social innovations (CRISES) at UQAM. She was a visiting professor at the Universities of Paris 1-Sorbonne, Lille 1, Angers, Toulouse II, Aix-Marseille, Liège (Belgium), Louvain-la-Neuve (Belgium), Hanoi (Vietnam), as well as the European School of Management, IAE Lille, and iaelyon School of Management.

She is also the chair of the Gender, work and family Committee of the Society for the Advancement of Socio-Economics; co-chair on the Social Time Committee of the International Association of Francophone Sociologists; member of the professional sociology committee of the International Association of Sociology; as well as president of the Association of Political Economy and co-director of the journal *Interventions économiques*.

She holds a doctorate in the economics of work and human resources from University of Paris 1 Panthéon-Sorbonne. Her current research is focused on the work-life articulation, working from home, non-fixed (nomadic) working locations, the politics of employment, the organization of work and the management of human resources, as well as innovation, industrial clusters/regional systems of innovation and local development.

The COVID-19 pandemic has confronted many businesses. Unemployment has increased in many countries. Indeed, employment in many industries remains below pre-pandemic numbers. For example, the accommodation and food service industries remain largely below pre-pandemic level, information, culture and leisure also still below in many countries. As usual, it is mainly young workers, newly hired and the less educated who are hit first, but this time women were more hardly hit than men, as personal services, retail (except for food), hotel and restaurants were hardly hit and have not yet fully recuperated. There were more permanent job losses than in previous recessions and crises, so HRM is put to a new challenge. Firms need not so much to attract workers, although it is still a challenge in many sectors, but they need to keep them motivated and agile in the new context. Many firms are looking for new HRM strategies to face the years to come: how to work from a distance, how to keep motivation, how to manage work-life challenges, how to deal with aging workers who might want to retire, and the firm might need to keep . On this basis, the course will develop the following objectives.

COURSE OBJECTIVES:

- Understand the variety of approaches to HRM
- Know the approaches in various countries (Japan, Sweden, North America vs France)
- Understand the possibilities, and various approaches to HRM: cost minimization vs quality and innovation, autonomy vs hierarchical settings
- Understand the advantages and difficulties in these approaches
- Understand the advantages and challenges for employees and employers
- Know how to implement the best practices in HRM
- Differentiate the HRM practices in a context of pandemic or post-pandemic vs a normal context

COURSE OUTLINES:

Definition of HRM, what does it mean, what are the different approaches (universalistic, cultural, societal); labour market segmentation; internal labor markets and main authors (Piore, Osterman) ; aging workforce and how to deal with this challenge; work-life issues and measures for various groups and sectors; how to develop an HRM plan in the pandemic or post-pandemic context (HRM measures, distancing, space and time in the office, etc.)

TARGETED SKILLS:

- Capacity to intervene on HRM issues within an organization
- Capacity to develop a documented position on HRM, its issues, obstacles or difficulties
- Capacity to determine the main sources of HRM challenges: aging workforce, young workers and experience, work-family and work-life issues, organizational change, etc.
- Capacity to know what types of HRM and work-life measures can be adapted to each situation and context, services vs manufacturing, professional workers, managers, office workers or others

MORE INFORMATIONS:

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