

# HUMAN RESOURCE MANAGEMENT

2009

The professional practitioners of human resource management (HRM) strive to ensure that all members of an organization—a private firm, a government agency, or a nonprofit association—contribute as fully and effectively as possible to the achievement of the organization's mission. Without that commitment to the mission—without HRM—the organization cannot thrive. Today HRM is distinguished less by purely administrative functions and more by its concern for organizational strategy and the skills and competencies required to enact that strategy.

HRM is divided into two main branches:

- Administration of human resources (payroll, contracts, legal and regulatory compliance)
- Development of human resources (career development, competency management, recruitment, training), increasingly in partnership with operational managers.

HRM therefore extends over numerous disciplines and affects every facet of organizational life: recruitment, career planning, training, performance evaluation, conflict management, teamwork and cooperation, motivation and incentives, communication, satisfaction, working conditions, and payroll management (in cooperation with the accounting department).

**Field :** Business, management, and finances.

Also see the following profiles : Management, Law, Communication–Public relations, Psychology, Public administration

**Sectors of activity :**

business, distribution, manufacturing, services. Management strategy; management of employment, careers, and competencies; employment law; personnel administration; recruiting; training; compensation; labor relations; HR information systems; communications. External consulting services: HR consultant, HR study director; consulting support

## ORGANIZATION OF STUDIES IN FRANCE

HRM cuts across all economic sectors. Two-thirds of human resource professionals work in business or government. The remainder work in consulting firms, of which there are more than a thousand in France (French and foreign).

**French universities and business schools** offer HRM degree programs at several academic levels and with many possible concentrations. It is possible to reach a high degree of specialization.

There are many academic paths to a career in HRM—among them employment and labor law, management and economics, psychology, and communication. Increasingly, firms require a master's degree, a reflection of the importance they attach to HR functions.

**Universities** offer several degree programs related to HR.

The 2-year DUT in business and organizational management prepares graduates for positions such as assistant to the personnel director, recruiting manager, or payroll manager.

- Many licence programs are available in economic and social administration and in economics and management.

The universities also offer a wide choice of pertinent 2-year master's programs with a professional or research slant.

- Many master's programs in management or HRM (such as those at Toulouse 1 and Paris Dauphine) accept students who have earned a licence in law, psychology, management, economics, mathematics for the social sciences, or sociology. They also accept licence-level graduates from university-based institutes of political science (IEP).

- Sciences Po Paris (the only IEP that is not university-based) offers a professional master with a concentration in HRM. Sciences Po Strasbourg offers a professional master in business organization with a concentration in labor sciences. These highly selective programs look for motivated candidates capable of engineering solutions to firm-level HRM problems and challenges.

GREGOR's scope and composition are indicative of a will to bring together once disparate endeavors such as restructuring and reorganization, governance, social responsibility, management instruments, marketing, risk assessment, and decision making.

Most of France's business schools (including HEC and ESSEC) propose programs in HRM involving a sixth, specialized year of postsecondary study following receipt of the basic 5-year management degree. These schools admit applicants directly from secondary school on the basis of their performance on entrance examinations or after 2 years of preparatory classes. But they also admit some students holding a 2-, 3-, or 4-year degree from another institution (transfer students).

## RESEARCH THEMES

A search of the online catalog of doctoral programs on the CampusFrance Web site using the keyword "human resource management" yields 28 references, but their connection to the HR topics described in this profile is not always direct. As in other fields, research relevant to HR is often cross-disciplinary, with anchors in several fields that previously were thought to be self-contained. An example is GREGOR, an acronym for the research group on organizational management. GREGOR is part of a doctoral department that connects 3 institutions: the Institut d'administration des entreprises de Paris, HEC, and Arts et Métiers Paris Tech.

## Websites

- Centre National de la Recherche Scientifique (CNRS, France's largest public research body),  
<http://www.cnrs.fr/>
- Conférence des Grandes Ecoles, the accrediting body for France's grandes écoles,  
<http://www.cge.asso.fr/>
- Web site featuring links to academic HR programs,  
<http://www.formations-rh.com/>
- Fondation Nationale pour l'Enseignement de la Gestion des Entreprises (national foundation for the teaching of business management),  
<http://www.fnege.net/fr/index.php>
- Web portal for executive recruitment,  
<http://www.apec.fr>
- Association Nationale des Directeurs des Ressources Humaines (national association of human resource directors),  
<http://andrh.fr/home/accueil>
- Career orientation center of the Paris Chamber of Commerce and Industry,  
<http://www.biop.ccip.fr/>
- Web portal catering to the needs of HR professionals,  
<http://www.e-rh.org/>
- Network of graduate-level professional programs in HRM,  
<http://www.reference-rh.net/>
- Private ranking of business schools, by specialization,  
<http://www.smbg.fr/>

## Keywords

accounting - business - civilservice - compensation - consulting - diagnostics - employment - ergonomics - expertise - human resources - human resource management - humanities and social sciences - globalization - information - information technology - innovation - international exchanges - international mobility - labor relations - law - management - manager - marketing - multinational - organization - payroll - personnel - political science - profit center - project management - psychology - recruitment - security - skills assessment - social security - sociology - strategy

This profile is not intended as an exhaustive representation of French education and training in the field of human resource management. It is designed to provide basic guidance for interested students. The keywords at the end of the summary may be useful in further Internet searches.