



COURSE DATA

DATA SUBJECT

Code: 46459
Name: Interventions in Human Resources
Cycle: Master's Degree
ECTS Credits: 5
Academic year: 2025-26

STUDY (S)

Degree	Center	Acad. year	Period
2248 - International Joint Research Master Work and Organizational Psychology	Facultat de Psicologia i Logopèdia	2	First quarter

SUBJECT-MATTER

Degree	Subject-matter	Character
2248 - International Joint Research Master Work and Organizational Psychology	Interventions in human resources	COMPULSORY

COORDINATION

GRACIA LERIN FRANCISCO JAVIER

SUMMARY

Intervention is in the essence of human resources management. The main practices of human resources management (training, personnel selection, performance appraisal...) are oriented to implement, change or improve something. Interventions in HR management are carried out by professionals (HR managers, HR technicians, consultants...) daily.

Research about these interventions is critical to build knowledge and know how, to identify successful and not so successful practices, and factors that can contribute to the success or failure of different interventions in different contexts. This research should be an input for HR professionals to behave according to the scientific-professional and scientific-innovator model and implement evidence-based interventions. Researchers should contribute to this area identifying research gaps and designing and carrying out intervention research projects.

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PREVIOUS KNOWLEDGE

RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE



There are no specified enrollment restrictions with other subjects of the curriculum.

OTHER REQUIREMENTS

No previous requirements.

COMPETENCES / LEARNING OUTCOMES

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Be able to communicate effectively in English, both orally (group discussions, presentations) and in writing, on topics related to work and organisational psychology.

Be able to design and conduct quality scientific research in the field of work and organisational psychology (including the abilities to select and apply appropriate research and statistical methods).

Be able to formulate and develop an original and feasible research question and research proposal.

Be able to make a critical assessment of a research question and an experimental design, taking into account the ethical responsibilities in research.

Be able to read, understand, integrate and critically reflect on scientific communications, professional reports and new developments.

Be able to relate results to existing literature and to make realistic assessments of the implications and significance of research results.

Be able to work in an international team.

Students have the knowledge and understanding that provide a basis or an opportunity for originality in developing and/or applying ideas, often within a research context.

DESCRIPTION OF CONTENTS

1. Interventions in Human Resources

1. General introduction to the course
2. Mission, functions and historical evolution of HRM
3. Intervention phases, context and evaluation: An application to HRM interventions
4. Universalistic, contingency, and configurational approaches to HRM interventions
5. Sustainable HRM: synthesis of the state of the art
6. Interventions to enhance pro-environmental workplace behaviours or employees green behaviours
7. HR Analytics

WORKLOAD

**PRESENCIAL ACTIVITIES**

Activity	Hours
Theoretical and practical classes	50,00
Total hours	50,00

NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	0,00
Independent study and work	0,00
Preparation of lessons	75,00
Preparation for assessment activities	0,00
Resolution of case studies	0,00
Total hours	75,00

TEACHING METHODOLOGY

The learning and teaching methodology combines oral presentations by the professor with more active teaching methodologies. They will include quiz, readings, teamwork, debates and student's presentations followed by peers and professor's feedback, among others. Groups will be randomly divided in teams to do the main assignments in the course.

EVALUATION

The course would be evaluated through three different assignments:

-HRM (weighted 30%)

-SHRM (weighted 50%)

-HR Analytics (20%)

Active participation will be considered in the marks. Delivery after deadlines will be penalized. Assignments could be developed individually or by groups following directions of lecturers.

Cut-off for passing the course is 5 points over 10 as the weighted average of three assignments.

REFERENCES**About intervention research and intervention research in HRM**



Delery, J. E., & Doty, D. H. (1996). Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of Management Journal*, 39 (4), 802-835.

Fridrich, A., Jenny, G. J., & Bauer, G. F. (2015). The context, process, and outcome evaluation model for organisational health interventions. *BioMed research international*, 2015.

Martín-Alcázar, F., Romero-Fernandez, P. M., & Sánchez-Gardey, G. (2005). Strategic human resource management: integrating the universalistic, contingent, configurational and contextual perspectives. *The International Journal of Human Resource Management*, 16(5), 633-659.

von Thiele Schwarz, U., Nielsen, K., Edwards, K., Hasson, H. Ipsen, C., Savage, C., Simonsen Abildgaard, J., Richter, A., Lornudd, C., Mazzocato, P. & Reed, J. E. (2021) How to design, implement and evaluate organizational interventions for maximum impact: the SIGTUNA Principles, *European Journal of Work and Organizational Psychology*, 30:3, 415-427, DOI: 10.1080/1359432X.2020.1803960

About state of the art of Sustainable HRM

- Core readings (Readings for the quiz)

Barrena-Martínez, J.; López-Fernández, M., & Romero-Fernández, P. M. (2019). Towards a configuration of socially responsible human resource management policies and practices: findings from an academic consensus. *The International Journal of Human Resource Management*, 30(17), 2544-2580.

Cohen, E., Taylor, S., & Muller-Camen, M. (2012). *HRM's Role in Corporate Social and Environmental Sustainability*. Society for Human Resource Management.

Díaz-Carrión, R., López-Fernández, M., & Romero-Fernández, P. M. (2018). Developing a sustainable HRM system from a contextual perspective. *Corporate Social Responsibility and Environmental Management*, 25 (6), 1143-1153.

Ehnert, I., Harry, W., & Zink, K.J. (2014). Sustainability and HRM. An introduction to the field. In I. Ehnert, W. Harris, & Klaus J. Zink (Eds), *Sustainability and Human Resource Management: Developing Sustainable Business Organizations*, pp. 3-32. Springer.

Pfeffer, J. (2010). Building Sustainable Organizations: The Human Factor. *Academy of Management Perspectives*, 24(1), 34-45

Stankeviciute, Z., & Savaneviciene, A. (2018). Designing Sustainable HRM: The Core Characteristics of Emerging Field. *Sustainability*, 10, 4798; doi:10.3390/su10124798.



- Additional relevant readings:

Buller, P. F., & McEvoy, G. M. (2018). A Model for Implementing a Sustainability Strategy through HRM Practices. *Business and Society Review*, 121(4), 465-495.

Chiapetta-Jabbour, C. J., & Almada-Santos, F. C. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19 (12), 2133-2154.

Kramar (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089.

Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, 28 (1), 103-125.

Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda. *International Journal of Management Reviews*, 15, 1-14.

Santana, M., & López-Cabrales, A. (2019). Sustainable development and human resource management: A science mapping approach. *Corporate Social Responsibility and Environmental Management*, 26, 1171-1183.

About intervention research to promote employees' pro-environmental behaviour: SoA

Carrico, A. R., & Riemer, M. (2011). Motivating energy conservation in the workplace: an evaluation of the use of group-level feedback and peer education. *Journal of Environmental Psychology*, 31(1), 1-13.

Davis, M. C., Unsworth, K. L., Russell, S. V., & Gallvan, J. J. (2019). Can green behaviors really be increased for all employees? Trade-offs for 'deep greens' in a goal-oriented green human resource management intervention. *Business Strategy and the Environment*, 29 (2), 335-346.

Holland, R.W., Aarts, H., & Langendam, D. (2006). Breaking and creating habits on the working floor: a field-experiment on the power of implementation intentions. *Journal of Experimental Social Psychology*, 42(6), 776-783.

Lingard, H., Gilbert, G., & Graham, P. (2001). Improving solid waste reduction and recycling performance using goal setting and feedback. *Construction Management and Economics*, 19(8), 809-817.

Siero, F. W., Bakker, A. B., Dekker, G. B., & Van Den Burg, M. T. (1996). Changing organizational energy consumption behaviour through comparative feedback. *Journal of environmental psychology*, 16(3), 235-246.



Vanhouten, R., Nau, P.A., & Merrigan, M. (1981). Reducing elevator energy use & a comparison of posted feedback and reduced elevator convenience. *Journal of Applied Behavior Analysis* 14(4), 377-387.

Young, W., Davis, M., McNeill, I. M., Malhotra, B., Russell, S., Unsworth, K., & Clegg, C. W. (2015). Changing behaviour: Successful environmental programmes in the workplace. *Business Strategy and the Environment*, 24, 689-703.

Zhen C, Heng L, Wong CTC. 2002. An application of bar-code system for reducing construction wastes. *Automation in Construction* 11(5), 521-533.

About HR Analytics & suggested readings

Angrave, D., Charlwood, A., Kirkpatrick, I., Lawrence, M., & Stuart, M. (2016). HR and analytics: why HR is set to fail the big data challenge. *Human Resource Management Journal*, 26(1), 1-11.

Baesens, B., De Winne, S., & Sels, L. (2016). Is Your Company Ready for HR Analytics? *MITSloan Management Review*, 58(2), 20-21.

Dahlbom, P., Siikanen, N., Sajasalo, P., & Jarvenpää, M. (2019). Big data and HR analytics in the digital era. *Baltic Journal of Management*, 15(1), 120-138.

Ellmer, M., & Reichel, A. (2021) Staying close to business: the role of epistemic alignment in rendering HR analytics outputs relevant to decision-makers. *The International Journal of Human Resource Management*, 32(12), 2622-2642.

Fitz-enz, J. (2009). *The ROI of Human Capital: Measuring the Economic Value of Employee Performance*. AMACOM, New York.

Fitz-enz, J. and Mattox II, J.R. (2014). *Predictive Analytics for Human Resources*. John Wiley & Sons, Inc., Hoboken, New Jersey.

Gal., U., Blegind Jensen, T., & Stein M. (2020). Breaking the vicious cycle of algorithmic management: A virtue ethics approach to people analytics. *Information and Organization*, 30 (100301). doi: 10.1016/j.infoandorg.2020.100301

Greasley, K., & Thomas, P. (2020). HR analytics: The onto-epistemology and politics of metricised HRM. *Human Resource Management Journal*, 30(4), 494-507.

Margherita, A. (2021). Human resources analytics: A systematization of research topics and directions for future research. *Human Resource Management Review*, 100795.

Marler, J. H., & Boudreau, J. W. (2017) An evidence-based review of HR Analytics, *The International Journal of Human Resource Management*, 28(1), 3-26.



Rasmussen, T., & Ulrich, D. (2015). Learning from practice: How HR analytics avoids being a management fad. *Organizational Dynamics*, 44(3), 236-242.

Sharma, A., & Sharma T., (2017). HR analytics and performance appraisal system: A conceptual framework for employee performance improvement. *Management Research Review*, 40(6), 684-697.

About critical reading and research writing

From the editors (2011). Publishing in AMJ-Part 1: Topic choice. *Academy of Management Journal*, 54(3), 432-435.

From the editors (2011). Publishing in AMJ-Part 3: Setting the hook. *Academy of Management Journal*, 54(5), 873-879.

From the editors (2011). Publishing in AMJ-Part 4: Grounding hypotheses. *Academy of Management Journal*, 54(6), 1098-1102.

From the editors (2012). Publishing in AMJ-Part 6: Discussing the implications. *Academy of Management Journal*, 55(2), 256-260.