WARMADEWA UNIVERSITY

ORGANIZATIONAL DEVELOPMENT
AND HUMAN RESOURCE MANAGEMENT

WIP33B08

International Program

ORGANIZATIONAL DEVELOPMENT AND HUMAN RESOURCE MANAGEMENT

5 ECTS

COURSE DESCRIPTION

Human resource management (HRM) is a comprehensive and coherent approach to the employment and development of people. HRM can be regarded as a philosophy about how people should be managed, which is underpinned by a number of theories relating to the behaviour of people and organizations. It is concerned with the contribution it can make to improve organizational effectiveness through people but it is, or should be, equally concerned with the ethical dimension – how people should be treated in accordance with a set of moral values. HRM involves the application of policies and practices in the fields of organization design and development, employee resourcing, learning and development, performance and reward and the provision of services that enhance the well-being of employees. These are based on human resource (HR) strategies that are integrated with one another and aligned to the business strategy.

HRM indeed aims to support the achievement of business goals but, equally, it should aim to build a relationship based on trust, openness and personal fulfilment. This first part of this course deals with the broad areas and concerns of the practice of HRM covering its conceptual basis, the strategic framework within which HRM activities take place and the various factors that affect it, including the impact of HRM on performance, the specific functions of human capital management, knowledge management and competency-based HRM and importantly, the ethical and social responsible considerations that need to be taken into account when practising HRM.

OBJECTIVES

On completing this course students should be able to define these key concepts. Students should also know about:

- The fundamental concept of HRM and how it developed

- The meaning of HRM

- The goals of HRM

- The philosophy of HRM

- The underpinning theories

- The reservations made about HRM

- Models of HRM

- The position of HRM today

LECTURING METHOD

The course will use lecturing, discussion, and assignment method.

ASSESSMENT METHOD

Class attendance 10 %,
Class participation and assignments 30 %,
Mid-term exam 30 %,
Final exam 30 %

REFERENCES

- Armstrong, M. & Taylor, S. 2014. Armstrong's handbook of Human Resource Management Practice. 13th revised edition. Kogan Page Ltda.

- Keegan, A and Francis, H (2010) Practitioner talk: the changing textscape of HRM and emergence of HR business partnership, The International Journal of Human Resource Management, 21 (6), pp 873–98

LECTURERS

Team

LECTURE TOPICS

Week	Main Topic	Topic in Detail
1	The practice of human resource management	• The practice of human resource management • The essence of human resource management (HRM) • Strategic HRM • Delivering HRM – systems and roles • HRM and performance
2		• Human capital management • Knowledge management • Competency-based HRM • The ethical dimension of HRM • Corporate social responsibility
3	People and organizations	• Organizational behavior • Work, organization and job design • Organization development
4	Factors affecting employee behavior	• Motivation • Commitment • Employee engagement
5	People resourcing	• Strategic resourcing • Workforce planning • Recruitment and selection

		• Resourcing practice • Talent management
6	Learning and development	• Strategic learning and development • The process of learning and development • The practice of learning and development • Leadership and management development
7	Performance and reward	• Performance management • Reward management – strategy and systems • The practice of reward management • Managing reward for special groups
8	**Mid- term Semester Exam**	
9	Employee relations & Employee well-being	• Strategic employee relations • The employment relationship • The psychological contract • The practice of industrial relations • Employee voice • Employee communications • The practice of employee well-being • Health and safety
10	International HRM	• The international HRM framework • The practice of international HRM • Managing expatriates
11	HRM policy and practice	• HR policies • HR procedures • HR information systems • Employment law
12	HR skills	• Strategic HRM skills • Business skills • Problem-solving skills • Analytical and critical skills • Research skills • Statistical skills • Selection interviewing skills • Job, role and skills analysis and competency modelling
13		• Learning and development skills • Negotiating skills • Leading and facilitating change • Leadership skills • Influencing skills • Handling people problems

14	HRM toolkits	• Strategic HRM toolkit • Human capital management toolkit • Organization design toolkit • Organization development toolkit • Employee engagement toolkit • Workforce planning toolkit • Talent management toolkit
15	Planning and delivering learning events toolkit	• Performance management toolkit • Strategic reward toolkit • Total rewards toolkit • Job evaluation toolkit • Grade and pay structure design toolkit • Attitude surveys toolkit
16	**Final Semester Exam**	

WORKLOAD

ORGANIZATIONAL DEVELOPMENT AND HUMAN RESOURCE MANAGEMENT
16 weeks

		Weeks per semester																TOTAL hrs
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
INDEPENDENT WORK	Homework, assignments	2	2	2	2	2	2				2	2	2	2	2	2		24
	Workshops					4												4
	Exam preparation							9							10			19
	Company visits, excursions													4				4
	Preparation for presentations and papers		2		2		2				2		2		2			12
	Preparation for class	2	2	2	2	2	2				2	2	2	2	2	2		24
	Follow-up for class	1	1	1	1	1	1				1	1	1	1	1	1		12
	Final essay paper															10		10
	Course evaluation															2		2
	Workshop and Excursion Paper						2								2			4
																		115
HRS OF EXAMS									2							2		**4**
MANDATORY CLASS ATTENDANCE	Class Weekly hrs ~ 2	2	2	2	2	2	2	2			2	2	2	2	2	2		26
	TOTAL WORKLOAD PER COURSE (HOURS)																	**145**
	TOTAL ECTS																	**5**