

Course Description:

ORGANIZATIONAL BEHAVIOURS AND HUMAN RESOURCE ISSUES

– DBA 8101



No.	Subject	
1	Title	Organizational behaviours and Human Resource Issues
2	Code	DBA 8101
3	Credit Value	4
4	Prerequisite (if any)	Nil
5	Learning Outcomes	<p>Upon the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Articulate the meaning and main concepts of Strategic Human Resource Management (SHRM). • Distinguish the different perspectives and strategic frameworks of SHRM. • Comprehend the various contexts of SHRM, including the local and global environment, managing diversity and managing conflict. • Assess the different HR strategies/strategic HR options. • Align effective SHRM policies and practice with organisational strategy. • Develop appropriate long-term HR strategies.
6	Synopsis	<p>The Strategic Human Resource Management (SHRM) module emphasizes the strategic role of HR, and how HR strategies are critically linked to organisational strategy to support long-term business goals, outcomes and performance. The module covers the long-term HR issues and macro concerns that are related to organisational structure, quality, culture, values and commitment, including how to match HR policies and practices to the organisation's on-going and future needs.</p> <p>Besides knowing the definitions, roles, concepts, models and miscellaneous terminologies related to SHRM, students will explore the different types of people strategies, change strategies and resource strategies that are commonly applied in SHRM. These strategies are associated with organisational development, human capital management, talent management, knowledge management et cetera. In addition, students discover the criteria to evaluate the various HR strategies and how those strategies are developed. Students will also learn about the local and global contexts of SHRM, as well as appreciate diversity, conflict management and other pertinent issues arising from globalisation.</p>
7	Mode of delivery	Lecture, workshop
8	Assessment Methods and Types	<ul style="list-style-type: none"> • One Research Assignment (5,000 words) <p style="text-align: right;">100%</p>
9	<p>Course topics and contact hours</p> <hr/> <p>Part 1: Foundations of Individual Behavior</p> <ul style="list-style-type: none"> • Biographical Characteristics • Ability • Learning <p>Values, Attitudes, and Job Satisfaction</p> <ul style="list-style-type: none"> • Values • Attitudes • Job Satisfaction <p>Motivation Theories: Theory X, Theory Y, Maslow Hierarchy of Needs, Herzberg's 2 factor theory;</p> <p>Group Behavior</p> <ul style="list-style-type: none"> • Defining and Classifying Groups 	

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<ul style="list-style-type: none">• Stages of Group Development• Explaining Work-Group Behaviour• External Conditions Imposed on the Group• Group Member Resources• Group Structure• Group Processes• Group Tasks• Group Decision Making <p>Organization Structure</p> <ul style="list-style-type: none">• What is Organisational Structure?• New Design Options?• Why Do Structure Differ?• Organisational Designs and Employee Behaviour
<p>Organizational Culture</p> <ul style="list-style-type: none">• Institutionalisation: A Forerunner of Culture• What is Organisational Culture?• What Does Culture Do?• Creating and Sustaining Cultures• How Employees Learn Culture• Creating an Ethical Organisational Culture• Creating a Customer-Responsive Culture• Spirituality and Organisational Culture• Cultural Diversity – Gen X, Gen Y, NEET generation <p>Organisational Change and Stress Management</p> <ul style="list-style-type: none">• Forces for Change• Managing Planned Change• Resistance to Change• Approaches to Managing Organisational Change• Contemporary Change Issues for Today's Managers• Work Stress and Its Management
<p>Part 2: Models/Frameworks of Strategies linked with SHRM</p> <p>Framework of HR Strategies/Strategic HR</p> <ul style="list-style-type: none">• Understanding HR strategies: Characteristics and Objectives• Types of HR strategies, e.g. People Strategies, Change Strategies, Resourcing Strategies• Criteria for evaluating HR strategies <p>Business Model Innovation (BMI)</p> <ul style="list-style-type: none">• Definition of business models• Development of the concept of business models• Rationale for business models• Definition of BMI• Rationale for BMI• BMI and Strategy• Analysis and design of business model• Role of HR in BMI
<p>High Performance Strategy</p>

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<ul style="list-style-type: none">• Definition of a high performance work system (HPWS)• Nature and components of HPWS• Impact of HPWS• Development of HPWS <p>Human Capital Management Strategy</p> <ul style="list-style-type: none">• What is human capital management (HCM)?• Objectives and role of HCM• Link between HCM and business strategy• Development of HCM strategy
<p>Corporate Social Responsibility Strategy</p> <ul style="list-style-type: none">• Definition of corporate social responsibility (CSR)• Rationale for CSR• Strategic CSR and CSR strategy• Types of CSR activities• Role of HR in CSR• Development of CSR strategy <p>Organisational Development Strategy</p> <ul style="list-style-type: none">• Background of OD• Role of OD strategy
<p>Learning and Development Strategy</p> <ul style="list-style-type: none">• Understanding strategic HR development (HRD)• HRD philosophy• Elements of HRD• Strategies for creating a learning culture• Organisational learning strategy• Individual learning strategy <p>Employee Relations Strategy</p> <ul style="list-style-type: none">• Definition of employee relations• Issues of ER strategy• Strategic directions• Approaches to ER strategy• ER strategy development• Partnership agreements• Employee voice strategies• Diversity and Managing Conflict
<p>Resourcing Strategy</p> <ul style="list-style-type: none">• Rationale for strategic resourcing• Strategic HRM approach to resourcing• Integrating business and resourcing strategies• Bundling resourcing strategies and activities <p>Employee Relations Strategy</p> <ul style="list-style-type: none">• Definition of employee relations• Issues of ER strategy• Strategic directions• Approaches to ER strategy

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<ul style="list-style-type: none">• ER strategy development• Partnership agreements• Employee voice strategies• Diversity and Managing Conflict
<p>Managing Human Resource Today</p> <ul style="list-style-type: none">• What is HR Management?• The Changing Environment of HR Management• HR Management's Changing Role• Important HR Management Issues Today
<p>Managing Equal Opportunity And Diversity</p> <ul style="list-style-type: none">• Selected Equal Employment Opportunity Laws• Defenses Against Discrimination Allegations• Illustrative Discriminatory Employment Practices• The EEOC Enforcement Process• Diversity Management and Affirmative Action Programs
<p>Mergers, Acquisitions, and Strategic Human Resource Management</p> <ul style="list-style-type: none">• What is Strategic HRM• The Strategic Management Process• How HRM Creates Competitive Advantage• HRM's Strategic Roles• Strategic HR in Action: HRM's Role in M&A
<p>Performance Management and Appraisal</p> <ul style="list-style-type: none">• Basic Concepts in Performance Management• Appraisal Methods• Appraisal Problems• Performance Management• Career Management
<p>Ethics, Employee Rights, and Fair Treatment</p> <ul style="list-style-type: none">• Ethics, Employee Rights, and Fair Treatment at Work• What Shapes Ethical Behavior at Work?• Management's Role in Ethics and Fair Treatment• Employee Discipline and Privacy• Managing Dismissals
<p>Working with Unions And Resolving Disputes</p> <ul style="list-style-type: none">• The Labor Movement• Unions and the Law• The Union Drive and Election• The Collective Bargaining Process• What's Next for Unions?
<p>Improving Occupational Safety, Health, and Security</p> <ul style="list-style-type: none">• Employee Safety and Health: An Introduction• What Causes Accidents?

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	<ul style="list-style-type: none"> • How to Prevent Accidents • Employee Health: Problems and Remedies <p>Managing Human Resources in Entrepreneurial Firms</p> <ul style="list-style-type: none"> • The Small Business Challenge • Using Internet and Government Tools to Support the HR Effort • Leveraging Small Size: Familiarity, Flexibility, Fairness, Informality, and HRM • Using Professional Employer Organizations • Managing HR Systems, Procedures, and Paperwork <p>Managing HR Globally</p> <ul style="list-style-type: none"> • HR and the Internationalization of Business • Improving International Assignments Through Selection • Training and Maintaining International Employees • How to Implement a Global HR System <p>Measuring and Improving HR Management's Results</p> <ul style="list-style-type: none"> • Human Resource Management's Changing Role • Conducting the HR Management Audit • HR Metrics and Benchmarking • Outsourcing HR Management Activities 	
10	Main Reference(s)	<ul style="list-style-type: none"> ▪ Jeffrey A. Mello(2011) Strategic Management of Human Resources, 3rd edition, Cengage Learning, UK, ISBN-13: 978-0-538-74338-9. ▪ Gary Dessler. Human Resource Management. 12th Edition. Prentice Hall. 2010. ▪ Robbins., S.P, Organisational Behaviour -International Edition- 15 th Edition. Pearson. 2012
11	Additional reference(s)	<ul style="list-style-type: none"> ▪ Alan Price (2011) Human Resource Management, 4th edition (Chapters 11-20), Cengage Learning, UK, ISBN-13: 978-1408032244. ▪ Pawan Budhwar, Randall S. Schuler and Paul R. Sparrow [ed.].International human resource management.4th Edition, Routledge, 2011. ▪ McKenna, E.F, Needle D. Fundamental of Organisational Behaviour, Press (UK). 2012. ▪ Website: www.questia.com; www.ipma.co.uk; www.ebscohost.com