



5 credits	30.0 h	Q2
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Teacher(s)	Aust-Gronarz Ina ;Bonny Gaëtan (compensates Aust-Gronarz Ina) ;
Language :	English
Place of the course	Louvain-la-Neuve
Main themes	<p><b>Purpose and Philosophy of the course:</b></p> <p>The course Advanced Human Resource &amp; Organization Management (AHROM) has two targets: the future Operational (or line) managers, and the future Human Resource generalist practitioner. To the future line manager, the course will bring an understanding of the HR function and its interactions with the business - it will answer questions such as: "how does HR help me ; to the future HR practitioner, it will provide a framework and methodology to deliver value. To the future HR generalist or manager, the course will provide a strong framework and introduction in the core of the HR "business". It will answer questions such as: "how does HR create value in an organization?", "how do i create an HR strategy aligned with the business?"; "what are the roles HR should organize?".... and much more.</p> <p>The course is designed to confront students with real cases (incl. testimonials) where operations and HR/ Organization specialists teams up to face organization transformation challenges.</p> <p>The course is rooted in the contemporary managerial context where the following (non exhaustive) trends can be easily spotted:</p> <ul style="list-style-type: none"> <li>- typical organizational lifecycle events: merger, acquisition, downsizing, restructuring, transformation, ...</li> <li>- organizations are challenged: flat organizations, "entreprise libérée/liberated company" holocracy, ...,</li> <li>- the role of manager is equally challenged: from a command-control perspective to a mentoring, coaching approach ...still delivering results;</li> <li>- organization of the work is challenged: new ways of working, "happiness at work", remote working, outsourcing, ...</li> <li>- leadership: new mandate for the leaders, ie to inspire, communicate, to impersonate the firm and not (only) "to tell" people...</li> </ul> <p>and for which a theoretical framework will be provided, in the form of keys to understand the role and value-add of an "HR/Business manager".</p> <p><b>Course assumptions:</b></p> <p>In this program, we assume that:</p> <ul style="list-style-type: none"> <li>- HR (and organization management) are in the business not side to the business; the strategic alignment between what is typically described as "supporting" functions is key to business success;</li> <li>- HR processes and practices are not the preserve of HR professionals; the effective management of people and organization is a combined responsibility of line manager, HR and employee (in generic term);</li> <li>- knowledge on HRM and Organisation Design and Development (how to organize work) are key to any manager, and learning how HR (must) create value and/or how to interact with HR Professionals is essential to line manager and leaders;</li> </ul> <p><b>Main topics covered:</b></p> <ul style="list-style-type: none"> <li>- Formal components of organizations,</li> <li>- Organization transformation,</li> <li>- Business &amp; HR Value Proposition,</li> </ul>
Aims	<p><b>Upon successful completion of the course, each student must acquire the following knowledge, skills and aptitude:</b></p> <ul style="list-style-type: none"> <li>• - recognize the importance of aligning HR and Business strategy,</li> <li>• - understand the components of an HR strategy embedded in a business context,</li> <li>1 • - understand the role(s) of HR professionals,</li> <li>• - mastery of key HR processes/services and their interdependancies,</li> <li>• - understanding of the breakdown of HR &amp; Org. management btw HR professionnals and Line Managers,</li> <li>• - capacity to assess the impact of an organisational transformation on HR services/processes,</li> <li>• - capacity to structure a strategy for a "supporting" fonction.</li> </ul> <p>-----</p> <p><i>The contribution of this Teaching Unit to the development and command of the skills and learning outcomes of the programme(s) can be accessed at the end of this sheet, in the section entitled "Programmes/courses offering this Teaching Unit".</i></p>

<p>Evaluation methods</p>	<p><b>Continuous evaluation</b></p> <ul style="list-style-type: none"> <li>• Date:</li> <li>• Type of evaluation:</li> <li>• Comments:</li> </ul> <p><b>Evaluation week</b></p> <ul style="list-style-type: none"> <li>• Oral:</li> <li>• Written:</li> <li>• Unavailability or comments:</li> </ul> <p><b>Examination session</b></p> <ul style="list-style-type: none"> <li>• Oral:</li> <li>• Written:</li> <li>• Unavailability or comments:</li> </ul>
<p>Teaching methods</p>	<ul style="list-style-type: none"> <li>- Interactive courses with preliminary readings - student will be given a short-case to prepare for the lesson (size A4, illustrative of the content discussed),</li> <li>- Case-based discussions - where students are expected to enrich with their readings, research and to confront viewpoints,</li> <li>- Guest speakers (to be confirmed) - where students will have the opportunity to hear testimonials on the topics covered, to enrich and confront their preparation,</li> <li>- Group/team work and review - where students are asked to "solve" in group a case in an original way, using course materials, knowledge and research (and testimonials),</li> <li>- Coaching session - where students can discuss the progress of their case either in peer review mode and/or with counseling from the faculty team.</li> </ul> <p>The following</p>
<p>Content</p>	<p><b>The following elements are indicative of the backbone of the course, the details are provided in the course descriptif</b></p> <ul style="list-style-type: none"> <li>- Organization Analysis,</li> <li>- HR Strategy</li> <li>- HR service catalog,</li> <li>- Business Stakeholders,</li> <li>- HR Roles &amp; Service Delivery model (Target operating model),</li> <li>- HR &amp; Business governance,</li> <li>- HR Performance.</li> </ul>
<p>Bibliography</p>	<p><b>Bibliography:</b></p> <p>Bratton, J., Gold, J., Human Resource Management, 6th edition: Theory and Practice Paperback ' 1. March 2017</p> <p>- Leopold, J., Harris, L., The Strategic Managing of Human Resources, 2nd Edition, Prentice Hall (FT) - 2009.</p> <p>- Texts from Dave Ulrich (e.g. Human Resource Champion, HR Value Proposition, HR from the outside in), Marie-Jo Hatch (Organization Theory), and other academic references.</p>
<p>Faculty or entity in charge</p>	<p>CLSM</p>

<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Aims
Master [120] in Management	<a href="#">GESM2M</a>	5		
Master [120] in Psychology	<a href="#">PSY2M</a>	5		
Master [120] in Management	<a href="#">GEST2M</a>	5		