




Teacher(s)	Aust-Gronarz Ina ;Dussard Dominique ;Hericher Corentin ;Mossay Emmanuel ;
Language :	English
Place of the course	Louvain-la-Neuve
Main themes	The course Sustainable HRM and Leadership focuses on human resource functions in large companies in a globalized world from a sustainability perspective. The approach focuses two roles of Sustainable HRM. First, the role of HRM in making work systems sustainable with the objective on ensuring human sustainability at the workplace and in global supply chains. Second, the role of HRM and leadership in contributing to corporate sustainability and to an overall societal sustainable development. A Sustainable HRM and leadership framework is proposed and HRM strategies and practices of the key areas of HRM are discussed. This course is based on research and insights from diverse fields, including Strategic HRM, Sustainable HRM, Green HRM, organization theory, organizational behavior, Corporate Sustainability, Corporate Social Responsibility, and Global Responsible Leadership.
Aims	<p>The course is designed to develop competent and responsible practitioners. It provides students who do not necessarily intend to work in an HR function, with a deep understanding about the importance of people management as a task for all managers and about the complexity of sustainable people management and leadership.</p> <p><b>At the end of the course, students should be able to:</b></p> <ol style="list-style-type: none"> <li>1. Understand sustainable and unsustainable HRM strategies and practices and their impacts and tensions on employees and other resource holders and stakeholders within a paradox framework.</li> <li>2. Understand how Sustainable HRM adds value and extends strategic HRM and adopt a critical point of view on the literature, on the one hand, and on managerial decisions, on the other.</li> <li>3. Gain a deep understanding of the nature of Sustainable HRM, the theoretical concepts and frameworks used and acquire the knowledge and skills to understand and implement Sustainable HRM strategies and practices.</li> <li>4. Develop competence to measure, analyse and discuss how to increase the sustainable and decrease the unsustainable aspects of HRM practices and how to address potential tensions and paradoxes.</li> </ol> <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>
Evaluation methods	<ul style="list-style-type: none"> <li>• Group research or video project and presentation</li> <li>• Peer Review</li> <li>• Individual participation and preparation of every session</li> <li>• Individual reflection paper or exam</li> </ul>
Teaching methods	<ul style="list-style-type: none"> <li>• Interactive courses with lecture input and critical discussions based on personal readings and cases</li> <li>• Peer Review</li> <li>• Individual and group exercises</li> </ul>
Content	<p><b>Part I: Introduction to Sustainable HRM and Leadership</b></p> <ol style="list-style-type: none"> <li>1. Introduction to the course</li> <li>2. Sustainable HRM and Leadership: Key concepts and approaches</li> </ol> <p><b>Part II: Framing sustainable HRM and Leadership</b></p> <ol style="list-style-type: none"> <li>3. Historical snapshot on HRM and Leadership</li> <li>4. The context for Sustainable HRM and Leadership</li> <li>5. Sustainable HRM challenges and tensions</li> <li>6. Global Responsible Leadership challenges and tensions</li> </ol> <p><b>Part III: Developing values and strategies for sustainability</b></p> <ol style="list-style-type: none"> <li>3. Historical snapshot on HRM and Leadership</li> <li>7. Sustainable HRM and Leadership values and strategies</li> <li>8. Resource regeneration and reproduction as strategy</li> <li>9. Reducing harm and negative externality as a strategy</li> <li>10. Greening as a strategy</li> </ol> <p><b>Part IV: Sustainable HRM and Leadership ' Practices, Measurement and Reporting</b></p> <ol style="list-style-type: none"> <li>11. Sustainability reporting and HRM/Leadership practices</li> </ol>

	12. New roles of HRM and Leadership and practices for sustainability
Bibliography	<ul style="list-style-type: none"> <li>• Mariappanadar, S. &amp; Aust, I. (2017) Sustainable Human Resource Management for the 21st century. Palgrave.</li> <li>• Reiche, B.S., Stahl, G.K., Mendenhall, M.E., &amp; Oddou, G. (2016). Readings and Cases in International Human Resource Management (6th edition). New York: Routledge.</li> <li>• Up to date list of academic articles will be provided.</li> </ul> <p>Bratton, J. and Gold, J. (2012). Human Resource Management: Theory and practice. 5th edition. Palgrave Macmillan.</p>
Other infos	<p><b>Support de cours</b></p> <p>Mariappanadar, S. &amp; Aust, I. (2017) Sustainable Human Resource Management for the 21st century. Palgrave.</p> <p>Reiche, B.S., Stahl, G.K., Mendenhall, M.E., &amp; Oddou, G. (2016). Readings and Cases in International Human Resource Management (6th edition). New York: Routledge.</p> <p><b>Références bibliographiques recommandées, lectures conseillées :</b></p> <p>Up to date list of academic articles will be provided.</p> <p>Bratton, J. and Gold, J. (2012). Human Resource Management: Theory and practice. 5th edition. Palgrave Macmillan.</p>
Faculty or entity in charge	CLSM

<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 Business Engineering	<a href="#">INGE2M</a>	5		
Master [120] in Management	<a href="#">GEST2M</a>	5		
Master [120] in Business Engineering	<a href="#">INGM2M</a>	5		