




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>At the end of the course, students should be able to:</p> <ol style="list-style-type: none"> 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. 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. 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. 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. <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	<p>Sustainable HRM part :</p> <ul style="list-style-type: none"> - Written exam in June accounting for 50% of the final grade. - Second session in August: written exam (if fewer than 10 students, then oral exam) accounting for 50% of the final grade. <p>Sustainable leadership parts:</p> <ul style="list-style-type: none"> - Continuous evaluation, accounting for 50% of the final grade (no second session - students keep grades obtained in June for the second session). - Part 2&3 account each for half of the 50%. Evaluations are: oral presentations and group works.
Teaching methods	<ul style="list-style-type: none"> - Interactive courses with lecture input and critical discussions based on personal readings and cases - Group exercises and group works - Oral presentations followed by discussions
Content	<p>There are two main parts in this course: 1) human resource management (HRM) and 2) leadership. The first part deals with the link between HRM and sustainability: how HRM can contribute to sustainability and how HRM can be intrinsically sustainable. The second part is divided into two subparts. The first subpart aims at discovering alternative ways to involve and solve issues. The second subpart will make you reflect on what success is and how to engage employees.</p> <p>Part 1: Sustainable HRM – Corentin Hericher</p> <ol style="list-style-type: none"> 1) Introduction to the course, to HRM, and to sustainability 2) Green HRM 3) Sustainable work systems 4) Sustainable HRM in practice 5) Sustainable HRM and paradoxes <p>Part 2: Sustainable Leadership 1 - Emmanuel Mossay</p>

	1) Alternative ways to inspire and involve teams 2) Alternative ways to solve issues Part 3: Sustainable Leadership 2 – Dominique Dussard 1) What is success? 2) How to engage?
Inline resources	Moodle
Bibliography	Available on Moodle: scientific articles and corporate reports.
Faculty or entity in charge	CLSM

Programmes containing this learning unit (UE)				
Program title	Acronym	Credits	Prerequisite	Aims
Master [120] in Business Engineering	INGM2M	5		
Master [120] in Management	GEST2M	5		
Master [120] in Management	GESM2M	5		
Master [120] in Business Engineering	INGE2M	5		