tactic

Human Resource & Change Management

5 days (7 hours/day)

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AIM

To address the main issues of Human Resource Management (HRM) and Organizational Change Management (OCM) from an academic and practical perspective. The objective is to make the trainees at ease with both disciplines so that they can train their own staff and develop a serious HR policy in their respective institutions.

COURSE DESCRIPTION

Key issues in Human Resource Management are introduced to the participants, with a focus on the Asian and practical dimensions. As Asian universities are quickly growing and professionalizing, managing the human resources becomes a priority. This course aims at presenting accurate and appropriate HRM concepts and operational tools in order to understand the means by which a university can be performant through a higher human capital and a better managed workforce.

The participants will be trained to the techniques of Organizational Change Management as well, so that their institution is successful in implementing the new HR policy. In a competitive and rapidly changing environment, organizational dynamics have become high on institutions' agendas. This course therefore also aims at presenting accurate and appropriate operational tools in order to understand the means by which a university can become agile and lead successful transformations.

LEARNING OUTCOMES

Through successful completion of this course, participants should be able to:
- show a basic understanding and knowledge of HRM & OCM concepts,
- demonstrate skills and tools enabling the concrete application of this knowledge to real issues of concern to universities,
- gain experience in applying HRM & OCM knowledge to issues relevant to academic institutions,
- develop their ability to critically analyze, assess and deal with the managerial and organizational implications of HRM & OCM issues, at different levels of analysis,
- draw up a HR policy from scratch and fine-tune it to their respective universities,
- successfully lead the setup of the HR policy,
- adapt the HR policy if needed,
- to anchor the HR policy in the long-run and follow-up its implementation,
- to locally experiment, share and adapt best practices in terms of HRM & OCM.

COURSE CONTENT

Day 1 - Human Resource Management
- Introduction of the trainer and the trainees
- Memo & link with the objectives of the TACTIC project
- Introduction to HRM
- Job analysis, Recruitment & Selection
  - Job interview simulations

Case study to prepare for next day: *Mills Paper Company*

Day 2 – Human Resource Management
- Employee motivation
- Employee compensation
- Employee evaluation
  - Annual evaluation simulations
- Managing in Asia & Generations in the workplace
- Career management & Intention to quit
  - Measurement of participants' career stages as an illustration

Case study to prepare for next day: *Selecting patient escorts*

Day 3 – Human Resource Management& Organizational Change Management
- Leadership, Power & Organizational culture
- Managing individual behavior & preferences at work
- Workplace relationships
- Group dynamics
- Change in environment & Quality management in HE

Case study to prepare for next day: *After the layoffs, what next?*

Day 4 – Organizational Change Management
- Introduction to change management
- Basics of change management
- Tools for change management
- Stage-models of managing change
  - Harvard Change management simulation
- Organizational Development

Day 5 – Preparation of HR policies
- Tailored preparation of the HR policies for each university
  - Use of the French & International University systems as main benchmarks
- Preparation of change management planning for each university
- Reinforcement of the local universities' networking & Cooperation
- Final wrap-up & Conclusion

GENERAL COURSE READINGS

The following documents are of general relevance in supporting the aim of the course:

Human Resource Management

- Ali, M., & Shastri, R. K. (2010). Implementation of total quality management in higher education. Asian Journal of Business Management, 2(1), 9–16.
- Altbach, P. G. (2013). The Asian higher education century? The international imperative in higher education (p. 143–147). Springer.
- Kaiser, F., Maassen, P., Meek, L., van Vught, F., de Weert, E., & Goedegebuure, L. (2014). Higher education policy: An international comparative perspective. Elsevier.
- Mansour, H. F., Heath, G., & Brannan, M. J. (2015). Exploring the Role of HR Practitioners in Pursuit of Organizational Effectiveness in Higher Education Institutions. Journal of Change Management, 15(3), 210‑230.
- Nankervis, A., Rowley, C., & Salleh, N. (2016). Asia Pacific Human Resource Management and Organisational Effectiveness: Impacts on Practice. USA: Chandos Publishing.

Organizational Change Management

- Altmann, A., & Ebersberger, B. (2012). Universities in Change: Managing Higher Education Institutions in the Age of Globalization. USA: Springer Science & Business Media.
- Anderson, D. L. (2015). Organization Development: The Process of Leading Organizational Change (3rd ed.). USA: SAGE Publications.
- Burnes, B., & Randall, J. (Eds). (2016). Perspectives on Change: What Academics, Consultants and Managers Really Think About Change. London: Routledge.
- By, R. T., & Macleod, C. (2012). Managing Organizational Change in Public Services: International Issues, Challenges and Cases. London: Routledge.
- Have, S. *et al.* (2016). Reconsidering Change Management: Applying Evidence-Based Insights in Change Management Practice. London: Routledge.
- Hayes, J. (2014). The Theory and Practice of Change Management. Palgrave Macmillan.
- Thurman, P. W. (Ed.). (2017). Leadership and Change Management: A Cross-cultural Perspective. USA: Taylor & Francis Group.