Unit 47: Human Resources – Value and Contribution to Organisational Success

Unit code	**A/618/5128**
Unit level	**5**
Credit value	**15**

Introduction

Medium- to large-scale organisations, in any given context, require leadership teams and various levels of management to understand the significant impact the human resource (HR) function has in business. Strategic managers need to introduce effective HR practices that develop organisational efficiency and improve overall performance.

This unit gives students the opportunity to make links between the role and function of HR and emerging HR developments. This will make them aware that HR is a key contributor to organisational success.

On successful completion of this unit, students will have a greater understanding and appreciation of the role played by HR management in adding value to activities that contribute to the success of an organisation. Students will understand the typical aims and objectives of the HR function in a contemporary context, enabling them to make an effective contribution to the HR department of an organisation.

Learning Outcomes

By the end of this unit a student will be able to:

LO1 Evaluate the importance of organisational design to the delivery of sustainable performance

LO2 Analyse the workforce development needs to inform a human capital management strategy that will increase engagement in an organisation

LO3 Apply contemporary knowledge and research to support emerging HR developments

LO4 Evaluate the relationship between organisational design and high-performing workforce practices that achieve organisational success.

Essential Content

LO1 Evaluate the importance of organisational design to the delivery of sustainable performance

Organisational design (OD):

Organisational design as an historical concept.

Defining contemporary organisational design.

Designing organisations to meet strategic aims.

The impacts of the external business environment on OD.

Sustainable performance:

The design and structuring of an organisation to deliver sustainable short- and long-term objectives.

OD as part of a process where sustainability is a key factor of, and to, the process.

Agile organisations:

The characteristics of an agile organisation.

Implementation of an agile organisation and factors to consider, e.g. existing people, processes and culture.

OD theories and models:

Theories and models include change theory, McKinsey's 7S model, typologies of change and transformation/transactional OD.

Hybrid theory and Resource Dependence Theory.

LO2 Analyse the workforce development needs to inform a human capital management strategy that will increase engagement in an organisation

Human capital theory:

Human capital as a concept that relates to the value of people's knowledge, habits and attributes.

Developments in human capital to support organisational growth.

Assessing workforce competences and learning needs through skills gap analysis, competence frameworks, revisiting job descriptions and specifications.

Aligning skills requirements with organisational strategies.

Knowledge management:

As a concept and process, where levels of knowledge in an organisation are captured and developed to achieve organisational objectives.

Use of job analysis to identify the requirements of a job and to benchmark the required level of human capital required to meet aims and objectives.

Motivation and motivation theory:

Intrinsic and extrinsic motivation.

Content vs process motivational theories, e.g. Maslow, McGregor, Herzberg, McClelland and Vroom.

Harnessing motivation to improve workforce engagement in an organisation and increase productivity.

Issues associated with low levels of motivation.

LO3 **Apply contemporary knowledge and research to support emerging HR developments**

Developing knowledge through research:

Use of effective research skills to explore contemporary research based on emerging HR developments.

Contextual to a country/region to understand how these are linked to a global environment.

The future for HR as a function and process:

The influence of the HR function given advances in technology that have influenced workforce behaviour and culture, HR practices and skills requirements.

The increased demand for a better work-life balance.

The impact of cross-cultural engagement in organisations and the impact of globalisation.

The impact of global disruption to working practices and the redesigning of workspaces.

Contemporary HR challenges, including current external and internal factors that present challenges and barriers.

Forecasting potential challenges and barriers.

The non-HR manager:

Support by the HR function for non-HR managers.

How the HR function is key to effective and legal management of all employees.

LO4 **Evaluate the relationship between organisational design and high-performing workforce practices that achieve organisational success.**

The changing environment and change management:

The impact of the changing environment on organisations.

An incremental or radical approach to determine how the organisation is designed and managed.

Change management theories and theorists such as Lewin and Kotter, transformational change or the psychology of change.

Effective change management within legal and ethical constraints.

Barriers at organisational and individual level where it is accepted that people are the biggest barriers.

Self-efficacy perceptions and the relationship to organisational change. Overcoming barriers through communication, employee involvement, organisational re-design and/or preparing employees for change.

Workforce developments to improve competitiveness:

Strategies to increase high performance in organisations, AMO (Ability, Motivation and Opportunity) Framework and the relation to organisational design.

Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
LO1 Evaluate the importance of organisational design to the delivery of sustainable performance		**LO1 and LO2**
P1 Evaluate the importance of organisational design theory in the context of organisational structure and fulfilling organisational strategy, using specific organisational examples.	**M1** Critically evaluate the importance of organisational design, using specific organisational examples.	**D1** Make appropriate recommendations, supported by justification, based on a synthesis of knowledge and information, to show how to improve the delivery of sustainable performance.
LO2 Analyse the workforce development needs to inform a human capital management strategy that will increase engagement in an organisation		
P2 Analyse the different approaches and techniques used for attracting and developing a skilled and dedicated workforce.	**M2** Use specific examples to critically analyse different approaches and techniques to motivation, human capital and knowledge management.	
LO3 Apply contemporary knowledge and research to support emerging HR developments		
P3 Conduct research and use contemporary knowledge to support evidence for emerging HR developments.	**M3** Evaluate how emerging HR developments will affect the role of the HR function in the future.	**D2** Make valid judgements and conclusions, supported by a synthesis of knowledge and research information.
LO4 Evaluate the relationship between organisational design and high-performing workforce practices that achieve organisational success.		
P4 Evaluate, with regard to organisational objectives, how organisational design informs and influences high-performing work practices.	**M4** Evaluate different types of changes that can affect organisational design, including transformational and psychological change.	**D3** Critically evaluate the complex relationship between organisational design and changing work-performance practices management.

Recommended Resources

Textbooks

BARENDS, E. and ROUSSEAU, D. (2018) *Evidence-Based Management: How to Use Evidence to Make Better Organizational Decisions*. London: Kogan Page.

LANCASTER, A. (2019) *Driving Performance Through Learning: Develop Employees through Effective Workplace Learning.* London: Kogan Page.

LEWIS, L. K. (2019) *Organizational Change: Creating Change Through Strategic Communication.* 2nd Ed. Chichester: Wiley-Blackwell.

MEE-YAN, C-J. and HOLBECHE, L. (2015) *Organization Development: A Practitioner's Guide for OD and HR.* London: Kogan Page.

STANFORD, N. (2018) *Organization Design: Engaging with Change.* 3rd Ed. London: Routledge.

Websites

www.cipd.co.uk	Chartered Institute of Personnel and Development (CIPD)
	People measurement and reporting: from theory to practice
	(General reference)
www.cipd.co.uk	Chartered Institute of Personnel and Development (CIPD)
	Valuing Your Talent
	(General reference)
	Mind Tools
www.mindtools.com	Change management
	(General reference)
www.strategy-business.com	Strategy + Business
	Organisations and people
	(General reference)

Links

This unit links to the following related units:

Unit 13: Human Capital Management

Unit 20: Organisational Behaviour

Unit 24: Understanding and Leading Change

Unit 31: Employee Relations

Unit 32: Strategic Human Resource Management

Unit 46: Developing Individuals, Teams and Organisations