



Course Code MBA-741	Course Title HR & Organizational Development	ECTS Credits 7.5
Department School of Business	Semester Fall, Spring, Summer	Prerequisites MBA-609
Type of Course Elective	Field Human Resources	Language of Instruction English
Level of Course 2 nd Cycle	Year of Study 2 nd	Lecturer(s) Dr Panayiotis Constanti
Mode of Delivery face-to-face	Work Placement N/A	Co-requisites None

Objectives of the Course:

The main objectives of the course are to:

- Focus on how to diagnose an organization and then create an intervention to improve it.
- Build knowledge and provide practice in the various techniques.
- Explore how the structures of organizations influence career development and success.
- Discuss how topics such as power, opportunity, mobility, discrimination, social and human capital, control systems and organizational forms affect decisions, actions and opportunities.
- Provide students with a background and perspective that will help them develop successful career strategies.

Learning Outcomes:

After completion of the course students should be able to:

1. **Explain** the systems approach to training and development; and how each element of the system is a vital component of the whole.
2. **Analyze** when, where and who is in need of a training intervention, by utilizing a comprehensive and cohesive training needs analysis (TNA).
3. **Design, implement and evaluate** a training programme, based on the results of the TNA. The evaluation process will measure whether the training outcomes have positively impacted on business results.
4. **Identify** the elements that constitute a learning organization and the inherent problems and barriers likely to impede the development of a learning organization.
5. **Implement** a plan for creating a learning organization, by developing proactive strategies which will facilitate this.

Course Content:

1. **The drivers for training and development:** looks at why organizations incorporate training and development in the overall strategy;
2. **Strategic training and development:** investigates how to incorporate it into the strategy;
3. **Stakeholders in the development process:** who are the stakeholders and how they are likely to be impacted in the process;
4. **How do we learn:** the diverse learning strategies that individuals exhibit while learning and how these can either hinder or enhance training;
5. **Systems approach to development:** investigate the systems approach for effective training and development interventions;
6. **The learning organization:** how organizations can take advantage of learning in order to enhance overall performance.

Learning Activities and Teaching Methods:

Instructor presentations; video clips; case studies and discussions

Assessment Methods:

Test; exam; assignment.

Required Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Swart, J., Mann, C., Brown, S., and Price, A.	Human Resource Development	Elsevier	2005	9780750662505

Recommended Textbooks/Reading:

Authors	Title	Publisher	Year	ISBN
Harrison, R.	Learning and Development	CIPD	2009	1843982161