

MBAN 608DE – Employee Resourcing & Employee Development

Course title	Employee Resourcing & Employee Development				
Course code	MBAN 608DE				
Course type	Concentration Required				
Level	2 nd Cycle				
Year / Semester	1 st or 2 nd / Fall, Spring, Summer				
Teacher's name	Joana Vasilopoulou				
ECTS	6	Lectures / week	1/week	Laboratories / week	N/A
Course purpose and objectives	Provide an in-depth analysis of the methods used in securing an organization with the right staff who have the right skills, competences, experiences, and aptitude, and can contribute to an organization's sustained excellence. Investigate the processes of designing, administering, and evaluating selected Human Resourcing practices and their embeddedness in the wider HRM strategy. Understand the contribution of Human Resourcing to enable Human Flourishing as part of the makings of the 5th Industrial Revolution. Understand the strategic role of employee resourcing in achieving organizational goals. Explore the principles and practices of effective employee development. Analyze the impact of workforce planning and talent acquisition on organizational performance. Develop strategies for enhancing employee skills and career progression. Evaluate the effectiveness of training and development programs.				
Learning outcomes	Demonstrate an understanding of the sources available to organizations for securing the right staff who have the right skills, competences, experiences, and aptitude. Assess the existing human resourcing tools used in different stages of the employment relationship. Create human resourcing strategies that align with the wider organizational strategies. Implement human resourcing strategies that contribute to an organization's sustained excellence. Facilitate human flourishing in the workplace through strategic initiatives. Identify the key components of employee resourcing and development frameworks. Compare strategies for talent acquisition and workforce planning. Analyze the role of training and development in improving employee performance. Design comprehensive employee resourcing plans aligned with organizational objectives. Appraise the effectiveness of employee development programs using performance metrics. Propose improvements to recruitment and development practices based on industry best practices.				

Prerequisites	MBAN 680	Required	YES
Course content	Week 1 Introduction to Employee Resourcing <i>Understanding Strategic Workforce Planning:</i> Students will learn about the elements crucial for forecasting organizational staffing needs. <i>Overview of Contemporary Human Resource Management (HRM):</i> Explore the evolving roles and responsibilities of HR professionals. Week 2 Recruitment Process and Technology in Resourcing <i>Recruitment Process:</i> From job analysis to onboarding, this topic covers the sequential steps involved in acquiring talent. <i>Use of Technology in Recruitment:</i> Examine tools such as e-recruitment and AI that enhance recruitment processes. Week 3 Talent Acquisition Strategies <i>Internal vs. External Hiring:</i> Analyze the benefits and challenges associated with different hiring strategies. <i>Employer Branding and Recruitment Marketing:</i> Explore strategies to present the organization as an employer of choice. Week 4 The Future of Work and Employee Development <i>Emerging Trends in the Workforce:</i> Unpack how automation, remote work, and gig economy trends affect HR practices. <i>Fundamentals of Employee Development:</i> Understand how to identify and address training needs and learning gaps. Week 5 Designing and Implementing Training Programs <i>Effective Training Design:</i> Focus on creating training modules that align with organizational goals. <i>Career Development and Succession Planning:</i> Learn strategies for preparing employees for future roles within the organization. Week 6 Evaluating and Enhancing Performance <i>Performance Management Systems:</i> Analyze features of successful performance appraisal systems. <i>Metrics for Training Effectiveness:</i> Study methods for evaluating the impact of training on employee performance. Week 7 Leadership Development and Coaching <i>Developing Leaders:</i> Explore mechanisms for cultivating leadership skills among employees. <i>Coaching for Development:</i> Learn coaching techniques that support personal and professional growth.		

	Week 8 Equality, Equity, Diversity, and Inclusion <i>Principles of Fair Recruitment:</i> Examine practices ensuring diversity and inclusivity in hiring. <i>Managing Knowledge and e-HRM Learning:</i> Dive into tools that support continuous learning and knowledge management. Week 9 Performance Appraisal and Management <i>Conducting Appraisals:</i> Understand how to conduct effective performance reviews. <i>Managing Conflict and Resignation:</i> Study approaches for handling disputes and exits professionally. Week 10 Legal and Ethical Considerations in HR <i>Understanding Compliance and Employment Laws:</i> Overview of legal standards affecting HR practices. <i>Ethical Issues in Recruitment and Development:</i> Discuss ethical dilemmas faced in managing employees. Week 11 Crisis Management and Change <i>Handling Organizational Crises:</i> Focus on resilience and preparedness in the face of disruptions. <i>Facilitating Human Flourishing:</i> Explore initiatives that support well-being and performance. Week 12 Case Studies and Real-world Applications <i>Analyzing HR Scenarios:</i> Work through case examples to apply learned concepts. <i>Review and Future Directions:</i> Consolidate knowledge and discuss future HR trends.
Teaching methodology	Learning Activities Instructor presentations Videos Case studies Short exercises and discussions Interactive Online Modules: Engaging digital activities designed to reinforce learning remotely. Virtual Reality Simulations: Use of VR technology to simulate real-life HR scenarios for experiential learning. Peer Review Sessions: Collaborative assessment exercises where students provide feedback on each other's work. Teaching Methods Lectures and Expert Panels Workshops and Seminars Case Studies Analysis Role-Playing and Simulations Group Projects

	Flipped Classroom Approach: Students review lecture material at home, class time is used for deeper exploration of topics. Guest Lectures from Industry Experts: Inclusion of insights from professionals to bridge the gap between theory and practice. Problem-Based Learning (PBL): Students tackle complex, real-world problems to develop solutions collaboratively.
Bibliography	Strategic Human Resource Management, Jeffrey A. Mello Armstrong's Handbook of Human Resource Management Practice, Michael Armstrong, 978-0749498276 Human Resource Management: Gaining a Competitive Advantage, Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright, 978-0078029257 The Talent Delusion: Why Data, Not Intuition, Is the Key to Unlocking Human Potential, Tomas Chamorro-Premuzic, 978-0349412481 The HR Scorecard: Linking People, Strategy, and Performance, Brian E. Becker, Mark A. Huselid, and Dave Ulrich, 978-1578511365
Assessment	Weekly Interactive Activities Individual Assignment Final Exam Group Project Case Study Analysis Participation and Engagement Portfolios: Compilation of work over the course, demonstrating progression and learning Self-assessment Reports: Students critically assess their contributions and learning Capstone Projects: Comprehensive, in-depth project integrating course concepts
Language	English