

# Unit 36: Human Resources – Value and Contribution to Organisational Success

**Unit code** F/508/0595

**Unit level** 5

**Credit value** 15

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## Introduction

This unit gives students the opportunity to make links between the role and function of HR and emerging HR developments. This will enable students to show an awareness of HR as 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 HRM in adding value to activities which contribute to the success of an organisation. Students will understand 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:

- 1 Evaluate the importance of organisational design to the delivery of sustainable performance.
- 2 Analyse the requirement to develop motivated, knowledgeable and experienced individuals and teams.
- 3 Apply contemporary knowledge and research to support emerging HR developments.
- 4 Evaluate the relationship between organisational design and change management.

## Essential Content

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

#### *Organisational design (OD):*

Organisational Design as an historical concept.

What is contemporary OD all about?

Designing organisations to meet strategic aims.

Considering the impact of the external business environment on OD.

#### *Sustainable performance:*

Understanding that an organisation must be designed and structured in such a way that delivering sustainable short and long-term objectives is achievable.

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

#### *Agile organisations:*

What are the characteristics of an agile organisation?

How are these implemented giving consideration to the existing people, processes and culture?

#### *OD theories and models:*

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

### LO2 Analyse the requirement to develop motivated, knowledgeable and experienced individuals and teams

#### *Motivation and motivation theory:*

Intrinsic and extrinsic motivation.

Content versus Process motivational theories.

How motivation can be harnessed to support competitive advantage.

Issues associated with low levels of motivation.

*Human capital theory:*

Human capital as a concept which relates to the value of knowledge, habits and attributes which people have.

How can human capital be developed to support organisational growth?

*Knowledge management:*

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

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

**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. These are contextual to a country/region but an understanding of how these are linked in a global environment should be considered.

*The future for HR as a function and process:*

How will the HR function evolve 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 within organisations and the impact of globalisation.

*Contemporary HR challenges:*

Current external and internal factors which present challenges and barriers to effective Human Resources Management.

Forecasting potential challenges and barriers.

*The non-HR manager:*

How are non- HR managers supported by the HR function? How is the HR function key to effective and legal management of all employees?

## LO4 Evaluate the relationship between organisational design and change management

### *The changing environment:*

How does this impact on organisations to adapt?

Do they take an incremental or radical approach? The decision will determine how the organisation is designed and managed.

### *Change management:*

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

Consider effective change management within legal and ethical constraints.

### *Barriers to change:*

Considering these at the 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 to change:*

Through communication, employee involvement, organisational re-design and/or preparing employees for change.

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## Learning Outcomes and Assessment Criteria

Pass	Merit	Distinction
<b>LO1</b> Evaluate the importance of organisational design to the delivery of sustainable performance		<b>LO1 and LO2</b> <b>D1</b> Make appropriate recommendations supported by justification based on a synthesis of knowledge and information to show how to improve the delivery of sustainable performance.
<b>P1</b> Evaluate the importance of organisational design theory in the context of organisational structure and fulfilling organisational strategy, using specific organisational examples.	<b>M1</b> Apply appropriate theories and concepts to critically evaluate the importance of organisational design, using specific organisational examples.	
LO2 Analyse the requirement to develop motivated, knowledgeable and experienced individuals and teams		
<b>P2</b> Analyse the different approaches and techniques used for attracting, maintaining, developing and rewarding human resources to create a skilled and dedicated workforce.	<b>M2</b> Use specific examples to critically analyse different approaches and techniques to motivation, human capital and knowledge management.	
<b>LO3</b> Apply contemporary knowledge and research to support emerging HR developments		<b>D2</b> Make valid judgements and conclusions supported by a synthesis of knowledge and research information.
<b>P3</b> Conduct research and use contemporary knowledge to support evidence for emerging HR developments.	<b>M3</b> Evaluate how emerging HR developments will affect the role of the HR function in the future.	
<b>LO4</b> Evaluate the relationship between organisational design and change management		<b>D3</b> Critically evaluate the complex relationship between organisational design and change management.
<b>P4</b> Evaluate how organisational design has to respond and adapt to change management and the relationship that exists between the two using a specific organisational situation.	<b>M4</b> Evaluate different types of changes that can affect organisational design, including transformational and psychological change.	

## Recommended Resources

### Textbooks

HAYES, J. (2014) *The Theory and Practice of Change Management*. 4th Ed. London: Palgrave Macmillan.

LEWIS, L. K. (2011) *Organizational Change: Creating Change Through Strategic Communication*. Chichester: Wiley-Blackwell.

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

STANFORD, N. (2013) *Organization Design: Engaging with Change*. 2nd Ed. London: Routledge.

### Journals

*Journal of Change Management*

*Journal of Organisational Design*

*Leadership and Organisational Development Journal*

### Links

This unit links to the following related units:

*Unit 12: Organisational Behaviour*

*Unit 17: Understanding and Leading Change*

*Unit 20: Employee Relations*

*Unit 21: Strategic Human Resource Management*

*Unit 35: Developing Individuals, Teams and Organisations.*