



SUSTAINABLE HRM

General data

Course code:	M23VFB07E
ECTS credits:	6
Type of the course:	specialization module
Semester:	Fall, Semester 4
Course restrictions:	-
Course leader (with availabilities):	<i>Dr. Zsófia ÁSVÁNYI, Assistant Profesor</i> + 36 72 501 599/ 63114 asvanyizs@ktk.pte.hu office: B217
Further lecturer(s) (with availabilities):	<i>Dr. Brigitta SZABÓ-BÁLINT, Assistant Professor</i> + 36 72 501-599/ 23254 balintb@ktk.pte.hu office: B222 <i>Dr. Ever BEDOYA, Assistant Professor</i> ever.bedoya@pte.hu office: B243

1. Description and aims

The aim of the course is to provide students with an advanced and complex knowledge of strategic human resource management from a sustainability perspective. The approach focuses on two roles of sustainable HRM. First, the role of HRM in making the availability of human capital ensured for the organisation. Second, the contribution of HRM functions to overall corporate sustainability. Basic theoretical frameworks together with their practical implications are proposed in the course, covering diverse fields of research including strategic HRM, sustainable HRM, green HRM, labour law, employer branding. This knowledge will be beneficial for students as prospected employees, HR professionals or managers.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

1. define the basic concepts and major theories of human resource management, its place, potential actors and possible roles in the organisation (PILOs 1; 2; 6);
2. understand the features of the employment relationship and to distinguish it from self-employment (PILO 1);
3. interpret national and European labour law standards, take an interdisciplinary approach to the long-term (sustainable) design of employment (PILOs 1; 3; 6);



4. recognize the organizational impact of various HRM functions and understand the link between HRM activities and corporate strategy (PILOs 1; 6);
5. make meaningful proposals to solve organisational challenges (PILO 5);
6. express opinion in a professionally reasoned and responsible manner, taking into account the possible consequences of decisions (PILO 7).

(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

1. Key issues of strategic human resource management
2. Sustainable framework of human resource management
3. Employer branding
4. Staffing the organization – planning, recruitment & selection
5. Staffing the organization – organizational career management
6. Staffing the organization - downsizing
7. Job systems
8. Performance management
9. Compensation
10. Training and development
11. Labour relations
12. In-class team presentations on sustainable HRM proposals

4. Learning and teaching strategy, methodology

Principal teaching methodologies:

Short and interactive lectures delivered and moderated by module leaders: Core content of the course is delivered by module leaders this way establishing the common understanding of organizational HRM functions and their impact on sustainable business operations. (CILOs 1, 2, 3, 4)

Project-based teamwork: Strongly attached to lecture topics, students work on assignments in small teams during the semester. Teamwork is facilitated by module leaders. (CILOs 5, 6)

Team presentations: By the end of the course teams present their final proposals on sustainable HRM. (CILOs 5, 6)

Learning diary: As part of the individual learning experience, students write down what they learnt from the topic covered during the study period. In the free-style diary they may write about their impressions, likes, dislikes, previous experiences related to the given HRM topic. By the end of the semester, each student has a complete document covering their reflections on the whole learning process. (CILO 6)



Video: An explanatory video is provided to students to understand the legal framework of HRM, which is an essential background information for the related studies. (CILOs 1, 2)

5. Assessment

Formative assessment elements:

Formative assessment is an integral part of the learning process. During the whole course, students are highly encouraged to take active part in lectures via discussions and they continuously receive feedback from module leaders and from each other.

Summative assessment elements:

Individual Assessment	70%	Group Assessment	30%
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Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Closed book final exam	60%	individual written exam	Covers lecture topics	Yes	Yes	1, 2, 3, 4
Team presentations	30%	oral group coursework	Project work outcome to be delivered in a form of a presentation	No	No	5, 6
Learning diary	10%	individual written coursework	See point 4.	No	Yes	6

* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

6. Learning materials

- Essential

Ásványi, Zs. (2022): Strategic Human Resource Management. Wolters Kluwer.

<https://pea.lib.pte.hu/handle/pea/34185>

Mathis, R. L., Jackson J. H., Valentine S. R., Meglich P. A. (2020): Human Resource Management, Cengage Learning, 16th Edition

Dessler, G. (2019): Human Resource Management, Pearson

Ehnert, I. (2009): Sustainable Human Resource Management. A Conceptual and Exploratory Analysis from a Paradox Perspective; Physica-Verlag: Berlin/Heidelberg, Germany. ISBN 978-3-7908-2188-8.

Ehnert, I.; Harry,W. (2012): Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. Manag. Rev. 23. pp. 221–238.

Ehnert, I.; Parsa, S.; Roper, I.; Wagner, M.; Muller-Camen, M. (2016): Reporting on sustainability and HRM: A comparative study of sustainability reporting practices by the world's largest companies. Int. J. Hum.Resour. Manag. 27. pp. 88–108.

Lecture materials

- Recommended

Cleveland, J.N.; Byrne, Z.S.; Cavanagh (2015): The future of HR is RH: Respect for humanity at work. Hum. Resour. Manag. Rev. 25. pp. 146–161.



Eurofound (2016): Sixth European Working Conditions Survey—Overview Report; Publications office of the European Union: Luxembourg

Kadumbri, K. R; Jatinder K. J. (2019): Sustainable Human Resource Management: A Literature-based Introduction; NHRD Network Journal. 12(3) pp. 241-252 DOI: 10.1177/2631454119873495

Bob Willard (2014): Integrating sustainability into HR mandates:
<https://www.youtube.com/watch?v=DMZgTW9Eq8>

Professor Michael Müller-Camen (2019): OUHK- From Sustainable to Truly Sustainable HRM:
<https://www.youtube.com/watch?v=cDpWclzCSR8>

7. Further information

International aspects embedded with the course
Lecture from international faculty. Case examples during class. All discussed HRM topics are to be applied to international (and domestic) companies. Student teams may choose any domestic or international company as a case company to deliver a final proposal.
Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course
The overall course aims to raise awareness of students related to ERS aspects. Project-based work related to ERS.
Connections to the world of practice of the course
Final proposals of students have to be based on the HR operations of client companies. Use of own consulting or work experience is more than welcomed during the whole course.