



Ateneo de Manila University  
**John Gokongwei School of Management**

**LS 136: STRATEGIC HUMAN RESOURCE DEVELOPMENT**

**COURSE OUTLINE  
FIRST SEMESTER SY 2012-13**

**FACULTY: SHERIBEN MARIE "BING" D. PARAGUAS**

**1. COURSE DESCRIPTION:**

This senior elective course provides the students with a basic yet comprehensive overview on how people are developed in organizations to be efficient and effective resources. In order to do so, it first gives a briefing on the Human Resource function, and how Human Resource Development fits into the picture.

The course provides concepts, tools, models, and practical insights for the development of an individual, of the team, and of the organization as a whole. It equips students with skills on assessing and identifying development needs, and customizing the intervention to address said needs effectively.

The main topics to be covered are:

- The Human Resource (HR) Function
- The Human Resource Development Function within HR
- Evaluating and Identifying Individual, Team, and Organization Development Needs
- Individual Development
- Team Development
- Organization Development

While seeking to understand the above, the course simultaneously develops students on personal areas of development they themselves will identify. As such, students taking the course will wear two hats interchangeably – that of a developer, and that of one being developed.

**2. COURSE OBJECTIVES:**

At the end of this Course, the student should be able to:

- Assess and identify development areas of an individual, team, and, organization
- Design and implement interventions suitable for addressing identified development needs
- Achieve development goals he has set for himself at the start of the semester

**3. COURSE CONTENT:**

TOPIC	DETAILS
1	Introductions, Course Overview, Framework, and Requirements Teacher/Student Expectations, Rules of Engagement Class Getting-To-Know-You Objectives-Setting
2	The Human Resource Function Strategic Human Resources Development as Part of HR
3	Individual Development - Overview <ul style="list-style-type: none"><li>• Identifying Individual Development Needs</li><li>• The Performance Management Process</li></ul>
4	Individual Development – Tools and Interventions <ul style="list-style-type: none"><li>• New Hire Onboarding</li><li>• Career Development</li><li>• Coaching, Mentoring, Job Shadowing, Job Rotation, Individual Training &amp; Development</li></ul>
5	Individual Development – Special Topic <ul style="list-style-type: none"><li>• Leadership Development</li></ul>

<b>6</b>	Team/Group Development – Overview <ul style="list-style-type: none"> <li>• Stages of Team Development</li> <li>• Identifying Team Development Needs at Each Stage</li> <li>• Training Needs Analysis for Groups</li> </ul>
<b>7</b>	Team/Group Development – Tools and Interventions <ul style="list-style-type: none"> <li>• Teambuilding Programs</li> <li>• Top Talent Management</li> <li>• Succession Planning</li> </ul>
<b>8</b>	Organization Development – Overview <ul style="list-style-type: none"> <li>• Corporate Vision, Mission, Values</li> <li>• Identifying Organization Development Needs</li> <li>• Organization Scans and Climate Surveys</li> </ul>
<b>9</b>	Organization Development – Tools and Interventions
<b>10</b>	Organization Development – Special Topics <ul style="list-style-type: none"> <li>• Employee Engagement</li> <li>• Culture-Building &amp; Brand Management</li> </ul>

#### 4. COURSE METHODOLOGY:

- Interactive lectures and class discussions
- Individual tasks (e.g. personal reflection papers, idea/concept papers, etc.)
- Team tasks and presentations
- Quizzes and/or long tests
- Hands on exercises

#### 5. COURSE REQUIREMENTS

- Class Participation
- Individual Projects/Reports/Papers
- Team Projects
- Quizzes (may be announced or not) and/or Long Tests
- Final Project

#### 6. GRADING SYSTEM

20%	Class Participation
30%	Quizzes, Long Tests, and Individual Deliverables
25%	Team Deliverables
<u>25%</u>	Final Project
100%	

Final Mark	Numerical Equivalent	Quality Point Equivalent For a 3-unit course
A	92 to 100	3.76 to 4.00
B+	87 to 91	3.31 to 3.75
B	83 to 86	2.81 to 3.30
C+	79 to 82	2.31 to 2.80
C	76 to 78	1.81 to 2.30
D	70 to 75	1.00 to 1.80
F	Below 70	Below 1.00
W	Overcut	Overcut

#### 7. HOUSE RULES

- Observe Dress Code always.
- Use of laptops should be devoted only to note taking of the lecture on hand.
- Submit a 1" by 1" ID photo for the seat plan or Individual Profile.
- Attendance is important. Students are allowed 9 hours of absences. Absences beyond what is prescribed, the student will be given a final rating of W.

- No make-up quiz or long test will be given for students who are absent on that day. (Exemptions: student representing interschool competition, death among immediate family and hospitalization). Student must show documents for a make-up long test.
- No make-up projects. We will observe the course requirements.
- Teacher will inform the beadle or the class in advance in cases when she will be absent or late.
- Teacher may inform students their class standing 2x during the semester, if requested.
- Teacher will inform students the criteria for group reports.
- Discipline, courtesy and respect for everyone. (No sleeping, smoking, side conversations, rowdy behavior, raising your legs or feet on the chairs); Keep mobile phones on silent mode; Request permission to bring in guest).
- Submitting on time is also part of discipline. Penalty to be imposed for late submission of requirements (individual and group).

## 8. CONSULTATION HOURS

By appointment.

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