



The Hebrew University of Jerusalem

Syllabus

ORG. DEVEL. Human Resource Management and Organizational Development - 34956

Last update 02-01-2024

HU Credits: 4

Degree/Cycle: 2nd degree (Master)

Responsible Department: Education

Academic year: 0

Semester: Yearly

Teaching Languages: Hebrew

Campus: Mt. Scopus

Course/Module Coordinator: Adam Nir

Coordinator Email: adam.nir@mail.huji.ac.il

Coordinator Office Hours: by appointment

Teaching Staff:

Prof Adam Nir

Course/Module description:

The course focuses on the significance of human resource management (HRM) for organizational development processes.

The point of departure for this course is that HRM is assumed to promote organizational development and effectiveness. Therefore, organizational development processes should take into account human conduct at the individual, team and the organizational level so that organizational processes will enable staff development and therefore, the achievement of organizational goals.

While HRM processes are widespread in profit-oriented organizations, these processes are less prevalent in public schools.

The course will focus on the public education realm. Specifically, it will focus on four key issues: personnel planning and recruitment; motivation development through non-material reinforcements; Increasing organizational effectiveness through efficient personnel management; employees' professional development.

These issues will address the unique organizational characteristics of public schools. Emphasis will be placed on the significance of the school principal as a key player in advancing HRM processes in his/her school.

Course/Module aims:

Students will be exposed to the theoretical and empirical literature discussing HRM and will be aware of the dilemmas that HRM creates for managers. Particular emphasis will be placed on HRM implications for public schooling and for non-profit organizations.

Learning outcomes - On successful completion of this module, students should be able to:

Students will be able to apply HRM knowledge and principals in the context of public schools based on their acquaintance with the empirical and theoretical literature.

Attendance requirements(%):

Students are expected to

Teaching arrangement and method of instruction: Frontal lessons + workshops

Course/Module Content:

What is Human resource management?

בר-חיים, א. (1987), ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 1 עמ' 9-31.

Boxall, P. & Purcell, J. (2011). *The goals of human resource management*. In: P. Boxall, & J. Purcell (Eds.), *Strategy and human resource management* (3rd edition), (pp. 1-34). Hampshire, UK: Macmillan.

Bratton, J. & Gold, J. (2007). *The human resource management areana*. In: J. Bratton & J. Gold (Eds.), *Human resource management: Theory and practice* (4th edition), (pp.1-72). Hampshire, UK: Macmillan.

Schein, E.H (1977) - *Increasing organizational effectiveness through better human resource planning and development*, Sloan Managment Review, 19, (1), 1-20.

Flippo, E.B. (1980) - *Personnel managment*, Fifth ed. Mcgraw Hill, N.Y. (pp.5-10).

Orgazniational change and the OD perspective for school renewal and change

בר-חיים, א. (1987), . ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 8, ע' 22-35.

Bratton, J. (2007). *Restructuring work and organizations*. In: J. Bratton & J. Gold (Eds.), *Human resource management: Theory and practice* (4th edition), (pp.158-195). Hampshire, UK: Macmillan.

Baron, R.A. & Greenberg, J. (1990) - *Behavior in organizations*, Allyn & Bacon, Boston, chap.16 - p.543-575.

Strauss, G. & Sayles, L.R. (1980) - *Personnel - The human &managment*, (4th ed), Prentice-Hall, N.J. p.548-559.

Personal and organizational goals

Reddin, W.J. (1970) - *Managerial effectiveness*, Mcgraw hill co. N.Y. Chap. 22 - *Haw to set objectivs?* (pp.275-285).

Human resource planning

Byars L. L., & Rue, L. W. (2006). *Human resource planning*. In: L. L. Byars, & L. Rue (Eds.), *Human resource management* (8th edition) (pp. 87-111). Boston: McGraw Hill.

Gold, J. (2007). *Human resource planning*. In: J. Bratton & J. Gold (Eds.), *Human resource management: Theory and practice* (4th edition), (pp.197-238). Hampshire, UK: Macmillan.

Hanson, M.A. & Hedge, J.W. (1999) – *Personnel Selection, Annual Review of Psychology*, 48, p.299-337.

Seifert, R. (1996) – *Human Resource Management in Schools*, Pitman pub. London, chap. 7 p. 82-91.

Strauss, G. & Sayles, L.R. (1980) – *Personnel - the human problem and management*, 4th ed, Prentice-Hall, N.J. chap. 16 p.339-347.

Feldman, D.C. & Arnold, H.J. (1983) – *Managing individual and group behavior in organizations*, McGraw Hill co, N.Y. chap.2 (pp.13-21).

Strategic planning of personnel

Stewart, G. L. & Brown, K. G. (2009). *Making human resource management strategic* (chap. 2, pp. 36-46). *Human resource management: linking strategy to practice*. New Jersey: John Wiley.

Job description and job analysis

Byars L. L., & Rue, L. W. (2006). *Job analysis and design*. In: L. L. Byars, & L. Rue (Eds.), *Human resource management* (8th edition) (pp. 63-84). Boston: McGraw Hill.

Stewart, G. L. & Brown, K. G. (2009). *Designing productive and satisfying work* (chap. 4, pp. 116-144). *Human resource management: linking strategy to practice*. New Jersey: John Wiley.

Stone, R. J. (2008). *Human resource management*. Australia: John Wiley. Part 2: *Determining, attracting and selecting human resources* (pp. 152-289).

Personnel recruitment, selection and placement

גלוברזון, א. & כרמי, ע. (1983). *אנשים בארגון-ניהול משאבי אנוש, הוצאת ספרית המנהל, פרק 6: תהליך ההעסקה, ע' 124-140*.

בר-חיים, א. (1987) *ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 6, 53-106*.

Byars L. L., & Rue, L. W. (2006). *Selecting employment*. In: L. L. Byars, & L. Rue (Eds.), *Human resource management* (8th edition) (pp. 87-111). Boston: McGraw Hill.

Bratton, J. & Gold, J. (2007). *Recruitment and selection*. In: J. Bratton & J. Gold (Eds.), *Human resource management: Theory and practice* (4th edition),

(pp.239-273). Hampshire, UK: Macmillan.

Mckenna, E.(2000) – *Business Psychology and Organizational Behaviour. A Student's Handbook*. Psychology Press, New York, chap.16: Human resource practices: Selection and appraisal, p.523-553.

Stewart, G. L. & Brown, K. G. (2009). *Recruiting talented employees* (chap. 5, pp. 154-184). *Human resource management: linking strategy to practice*. New Jersey: John Wiley.

Strauss, G. & Sayles, L.R. (1980) - *Personnel - The human problem and management*, 4th ed, Prentice-Hall, N.J., Chap. 17: Selection techniques, p.363-391.

Job enrichment

בר-חיים, א. (1987). ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 10, עמ' 188-191.

Byars L. L., & Rue, L. W. (2006). *Compensating human resources*. In: L. L. Byars, & L. Rue (Eds.), *Human resource management* (8th edition) (pp. 241-300). Boston: McGraw Hill.

Bratton, J. & Gold, J. (2007). *Reward management*. In: J. Bratton & J. Gold (Eds.), *Human resource management: Theory and practice* (4th edition), (pp.358-400). Hampshire, UK: Macmillan.

Feldman, D.C. & Arnold H.G. (1983) - *Managing individual and group behavior in organizations*, McGraw Hill co, N.Y., chap.9: Job design, p.227-247

Flippo, E.B. (1980). *Personnel management*, Fifth ed. McGraw Hill, Job design, p.71-77.

Francesco, A.M. & Gold, B.A. (1998) – *International organizational behavior: text, readings, cases and skills*. Upper Saddle River, New Jersey, chap 6: Motivation, p. 88-106.

Stone, R. J. (2008). *Human resource management*. Australia: John Wiley. Part 4: Rewarding human resources (pp. 434-535).

Career management in organizations

בר-חיים, א. (1987) .. ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 8, עמ' 36-56.

Boxall, P. & Purcell, J. (2011). *Managing individual employment relationships*. In: P. Boxall, & J. Purcell (Eds.), *Strategy and human resource management* (3rd edition), Hampshire, UK: Macmillan (pp. 188 – 227).

Baron, R.A. & Greenberg, J. (1990) - Behavior in organizations, Allyn & Bacon, Boston, chap.7 - p.219-229.

Feldman D.C. & Arnold H.G. (1983) - Managing individual and group behavior in organizations, McGraw Hill co, N.Y., Careers in organizations, p.68-87.

Troman, G. & Woods, P. (2000) - Careers under stress: Teacher adaptations at a time of intensive reform, Journal of Educational Change 1: 253-275.

Teachers' collaboration

גלוברזון, א. & כרמי, ע. (1983), אנשים בארגון, ניהול משאבי אנוש, ספרית המנהל, פרק 9: ע' 194-240.

טאב, ג. & מנהיים, ב. (תשכ"ה) הגורם האנושי בעבודה, דביר, ת"א פרק 14: שיתוף עובדים כעידוד, ע' 361-340.

Building and the management of teams

שרן, ש. & שחר, ח. (1990). ארגון ועבודת צוות במוסדות חינוך, ירושלים, הוצאת שוקן, פרק 3: עבודת צוות יעילה-כללי התארגנות, ע' 81-103.

Francesco, A.M. & Gold, B.A. (1998) - International organizational behavior: text, readings, cases and skills. Upper Saddle River, New Jersey, chap 7: Groups and teams, p. 108-124.

Hackman, J.R. (Ed.) (1990) - Groups that work and those that don't, Jossey-Bass, San-Francisco. Introduction: Work teams in organizations, p.1-14.

Team decision making processes

Baron, R.A. & Greenberg, J. (1990) - Behavior in organizations, Allyn & Bacon, Boston, chap.10: Group decisions, p.348-362.

School effectiveness

פרידמן, י. & הורוביץ, ת. & שליב, ר. (תשמ"ח). אפקטיביות, תרבות ואקלים של בית ספר, סאלד ירושלים:

חלק ראשון- האפקטיביות של בית ספר הגדרתה ומדידתה ע' 41-11.

חלק שני- בי"ס האפקטיבי מאפיינים ודרכי שיפור ע' 42-64.

שרן, ש. & שחר, ח. (1990). ארגון ועבודת צוות במוסדות חינוך, ירושלים, הוצאת שוקן, פרק ראשון, ע' 19-40.

Sammons, P. & Hillman, J. (1995) - Key characteristics of effective schools, Crown, London.

Time management

בר-חיים, א. (1987) ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 3: עבודה והנעה, ע' 152-163.

שרן, ש. & שחר, ח. (1990). ארגון ועבודת צוות במוסדות חינוך, תכנון זמן המורים לעבודת צוות, ע' 70-77.

Efficient management of meetings

קוויק, ט. (1977). יחסי אנוש בעבודה. אור-עם ת"א. פרק 9: יעול ישיבות ופגישות, ע' 148-174.

Schmuck, R.A. et al (1977) - The second handbook of organization development in schools, Mayfield Pub Co. chap.6 -Improving meetings, p.232-283.

Problem management: Identification, definition and solution

Schmuck, R.A. et al (1977) - The second handbook of organization development in schools, Mayfield pub co. California, chap.7: solving problems, p.285-306.

Conflict management in organizations

שרן, ש. & שחר, ח. (1990). ארגון ועבודת צוות במוסדות חינוך, ירושלים, הוצאת שוקן, פרק 5: ישוב קונפליקטים ואי-הבנות, ע' 137-164.

Golenbiewski, R.T. (2001)- Handbook of organizational behavior, Marcel Dekker, New York, p.365-388.

Owens, R.G. (1998) Organizational behavior in education, chap.9 - conflict in organizations, (p.276-297).

Employees'evaluation

שרן, ש. & שחר, ח. (1990). ארגון ועבודת צוות במוסדות חינוך, ירושלים, הוצאת שוקן, פרק 6: סקר משוב, ע' 171-192.

אולשטיין, ז. ואחרים (1981), מדריך למנהל כוח אדם. חלק ה פרק 3: הערכת עובדים, ע' 362-349.

בר-חיים, א. (1987). ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 7: הערכה של ביצועי עובדים, ע' 178-135.

ווקר, ג. (1983). תכנון משאבי אנוש, עתרת, הרצליה, פרק 9: הערכת הביצועים האישיים, ע' 199-219.

Gold, J. (2007). Performance management and appraisal. In: J. Bratton & J. Gold (Eds.), Human resource management: Theory and practice (4th edition), (pp.274-303). Hampshire, UK: Macmillan.

Bratton, J. (2007). The evaluation context. In: J. Bratton & J. Gold (Eds.), Human resource management: Theory and practice (4th edition), (pp.521-537). Hampshire, UK: Macmillan.

Fletcher, C. (2001) – Performance appraisal and management: The developing research agenda, Journal of Occupational and Organizational Psychology, 74, p. 473-487.

Stewart, G. L. & Brown, K. G. (2009). Measuring performance and providing feedback (chap. 8, pp. 284-310). Human resource management: linking strategy to practice. New Jersey: John Wiley.

Supervision and professional development processes

בר-חיים, א. (1987). ניהול משאבי אנוש, האוניברסיטה הפתוחה, יחידה 8: הדרכת עובדים, ע' 11-21.

גלברזון, א. & כרמי, ע. (1983) אנשים בארגון. פרק 7: הדרכה ופיתוח עובדים, ע' 155-180.

אולשטיין, ז. ואחרים (1981) מדריך למנהל כוח אדם, חלק ג' פרק 1: הדרכה, ע' 313-266.

Byars L. L., & Rue, L. W. (2006). Training and developing employees. In: L. L. Byars, & L. Rue (Eds.), Human resource management (8th edition) (pp. 157-240). Boston: McGraw Hill.

Gold, J. (2007). Human resource development. In: J. Bratton & J. Gold (Eds.), Human resource management: Theory and practice (4th edition), (pp.306-320). Hampshire, UK: Macmillan.

Luthans, F. & Martiniko, M.J. (1979) - The practice of supervision and management, McGraw Hill co. N.J. p.165-183.

Required Reading:
listed above

Additional Reading Material:
None

Grading Scheme:
Essay / Project / Final Assignment / Home Exam / Referat 100 %

Additional information:

Course assignments:

Students may choose between two options:

- 1. Students wishing to write an empirical seminar: topics must be approved by the end of the first semester. Further instructions will be provided individually.*
- 2. Students wishing to write a literature review are asked to present an argument or question related to one of the issues discussed in the course for approval. Next, students will be asked to write a literature review to support their claim. Students are requested to submit their proposed argument before the Passover vacation.*