

MMI5411

Human Capital Management and Change Management

การจัดการทุนมนุษย์และการเปลี่ยนแปลง

H Human Capital

การพัฒนาศักยภาพ

L Leadership

ภาวะผู้นำ

C Change

การบริหารการเปลี่ยนแปลง

I Innovation

นวัตกรรมและความยั่งยืน

Course Profile | ข้อมูลรายวิชา

3 credits: 3(3-0-6) • Master Degree level

01 Course focus

Human capital, competency, motivation, leadership, communication, conflict, learning organization, and planned change.

02 Learning mode

Concept lecture, case discussion, workshop, group project, presentation, and reflection.

03 Main output

A practical human-capital and change-management proposal for a real or selected organization.

“

People are not only resources to be controlled; they are strategic capital to be developed.

Understand

Analyze

Design

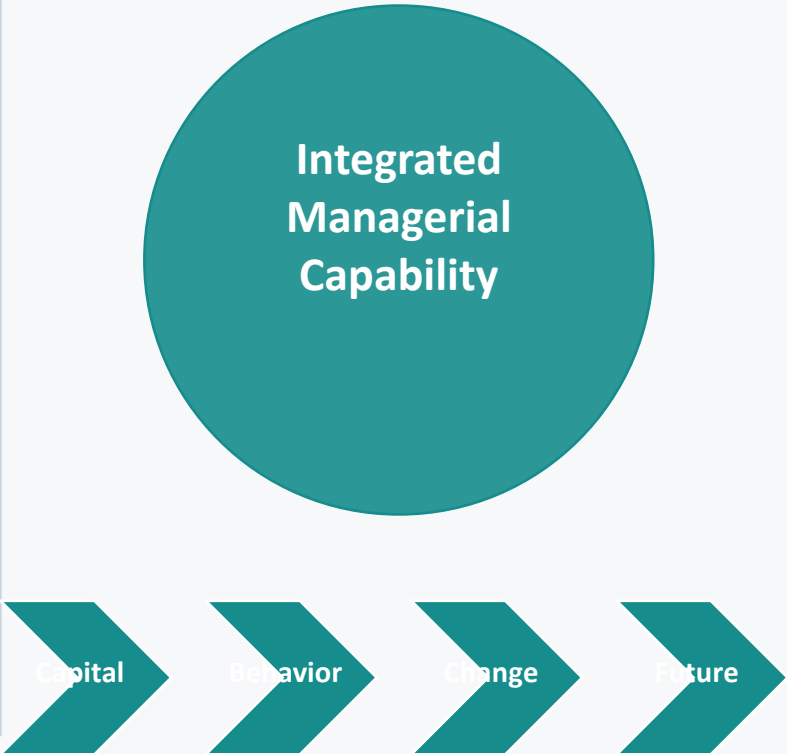
Apply

Reflect

Backbone of the Course | แกนหลักของรายวิชา

The course is organized around four integrated pillars.

Human Capital Development Knowledge, skill, competency, talent, lifelong learning	Leadership & OB Leadership, motivation, engagement, culture, team behavior
Change Management Readiness, resistance, communication, implementation	Innovation & Sustainability Digital HR, people analytics, green HRM, resilience



Course Learning Outcomes | ผลลัพธ์การเรียนรู้

CLOs guide teaching, activities, assessment, and final project.

1 CLO1

Analyze concepts of human capital and change systematically.

2 CLO2

Synthesize knowledge to develop people and organizations.

3 CLO3

Design suitable change-management processes.

4 CLO4

Apply leadership, communication, and relationship skills.

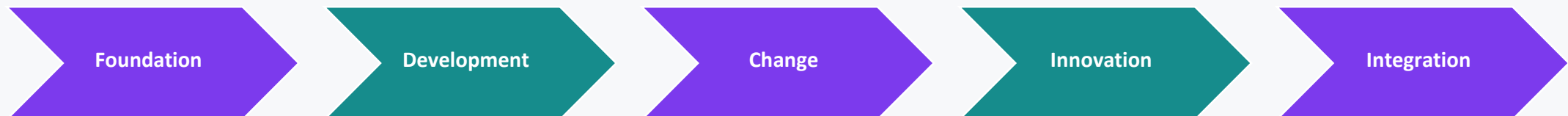
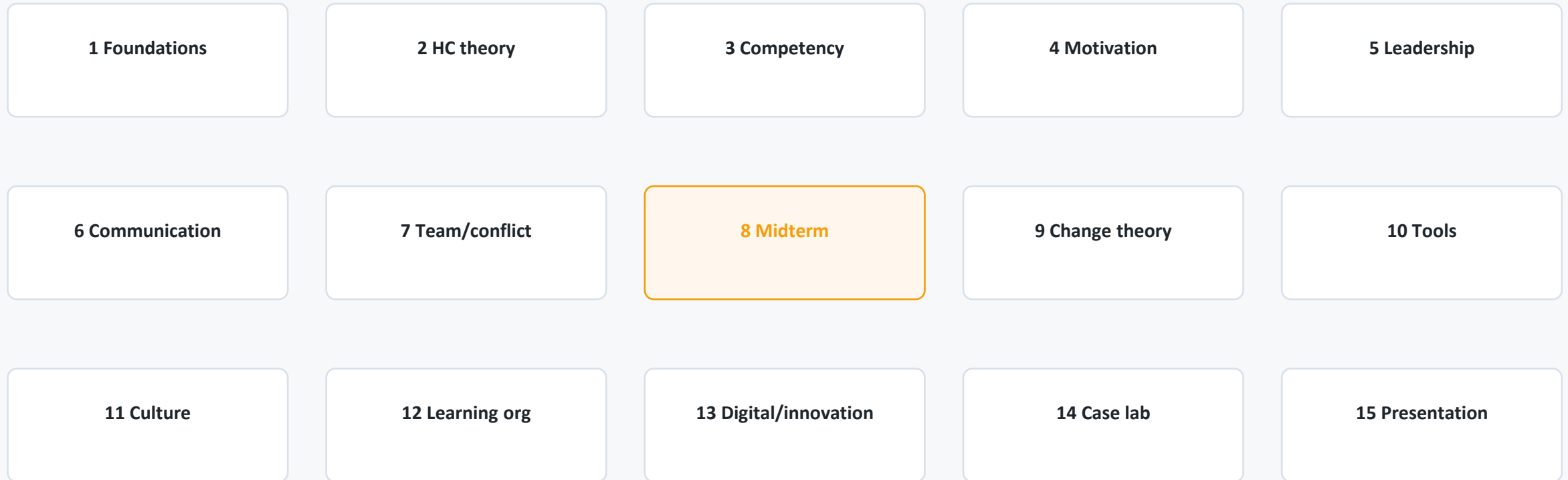
5 CLO5

Develop innovative HCM ideas for sustainability.

Aligned with assessments: midterm • case • project • presentation

15-Week Learning Roadmap | โครงสร้างรายวิชา

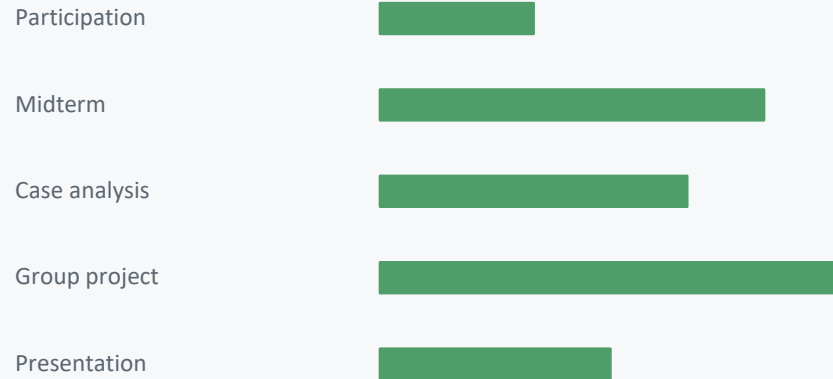
A progressive path from foundation to applied change project.



Assessment Structure | แผนการประเมินผล

Balanced assessment: knowledge, analysis, and application.

Suggested weighting



K Knowledge

Core concepts and theory comprehension.

S Skill

Analysis, diagnosis, communication, design.

A Application

Use tools in an organizational case.

R Reflection

Ethical, sustainable, and future-oriented thinking.

“

Final assessment should show that students can move from “knowing” to “designing and leading.”

Human Capital Mindset | แนวคิดทุนมนุษย์

From employment administration to strategic value creation.

“

Machines depreciate; people can develop, learn, and create new value.

HR Human resource view

People as labor, roles, compliance, payroll, and operational support.

HC Human capital view

People as knowledge, skill, creativity, social capital, and future capability.

SV Strategic view

Investment in people creates organizational performance and sustainability.

Hire

Develop

Engage

Retain

Grow

Why Human Capital Matters | ทำไมทุนมนุษย์จึงสำคัญ

Human capital links capability, productivity, innovation, and resilience.

1 Productivity

Skills and systems improve work outcomes.

2 Innovation

Learning and diversity support new ideas.

3 Adaptability

People capabilities enable change.

4 Reputation

Talent, ethics, and culture shape trust.

Value
Creation

Personnel, HRM, and HCM | พัฒนาการของงานบุคคล

A shift from administration to strategy and investment.



1 Personnel

Focus on records, rules, attendance, payroll, and compliance.

2 HRM

Focus on recruitment, training, performance, reward, and employee relations.

3 HCM

Focus on investment, capability, analytics, value, and future workforce.

Key question: How does people investment create strategic value?

Components of Human Capital | องค์ประกอบของทุนมนุษย์

Human capital is multidimensional, not only knowledge or training.

1 Intellectual Capital

Knowledge, expertise, problem-solving, professional skill

2 Social Capital

Networks, trust, collaboration, relationship quality

3 Emotional Capital

Mindset, resilience, motivation, psychological strength

4 Health Capital

Well-being, energy, safety, sustainable work capacity

“

A strong organization develops competence, connection, commitment, and care together.

Human Capital Metrics | ตัวชี้วัดทุนมนุษย์

Measurement turns people development into strategic management.



I Input metrics

Training hours, learning investment, recruitment quality.

P Process metrics

Participation, completion, feedback, coaching frequency.

O Output metrics

Competency growth, performance, innovation ideas.

V Impact metrics

Productivity, retention, customer value, sustainability.



Future Skills and Lifelong Learning | ทักษะอนาคต

The new workplace requires continuous skill renewal.

1 Digital literacy

Use technology, data, and AI tools effectively.

2 Human skills

Communication, empathy, collaboration, ethical judgment.

3 Adaptive skills

Learning agility, resilience, critical thinking.

4 Business skills

Customer value, innovation, strategic problem-solving.

Learn • Unlearn • Relearn

Human Capital Theory | ทฤษฎีทุนมนุษย์

Education and training are investments that can increase productivity.

B Core idea

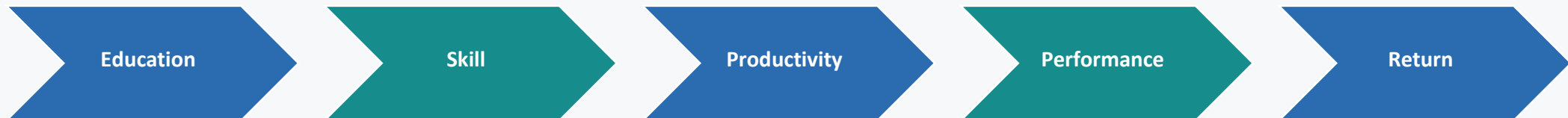
Knowledge, skills, experience, and health raise productivity and earning capacity.

M Managerial meaning

Training should be designed as strategic investment, not a routine cost.

C Critical view

Returns depend on access, quality, fairness, job design, and organizational support.

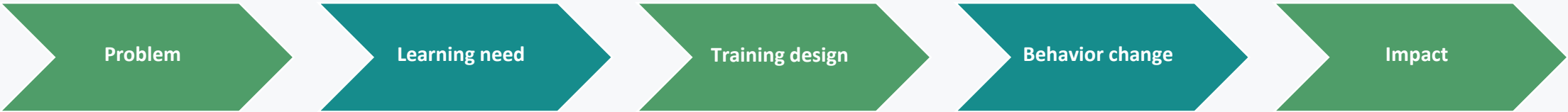


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Discussion: When does training create measurable value, and when does it become waste?

Training ROI Logic | การคิดผลตอบแทนจากการฝึกอบรม

Useful training links business problem, learning design, behavior change, and impact.



Need What performance gap exists?	Cost What resources are invested?
Benefit What value improves?	Evidence What data proves improvement?

f ROI formula

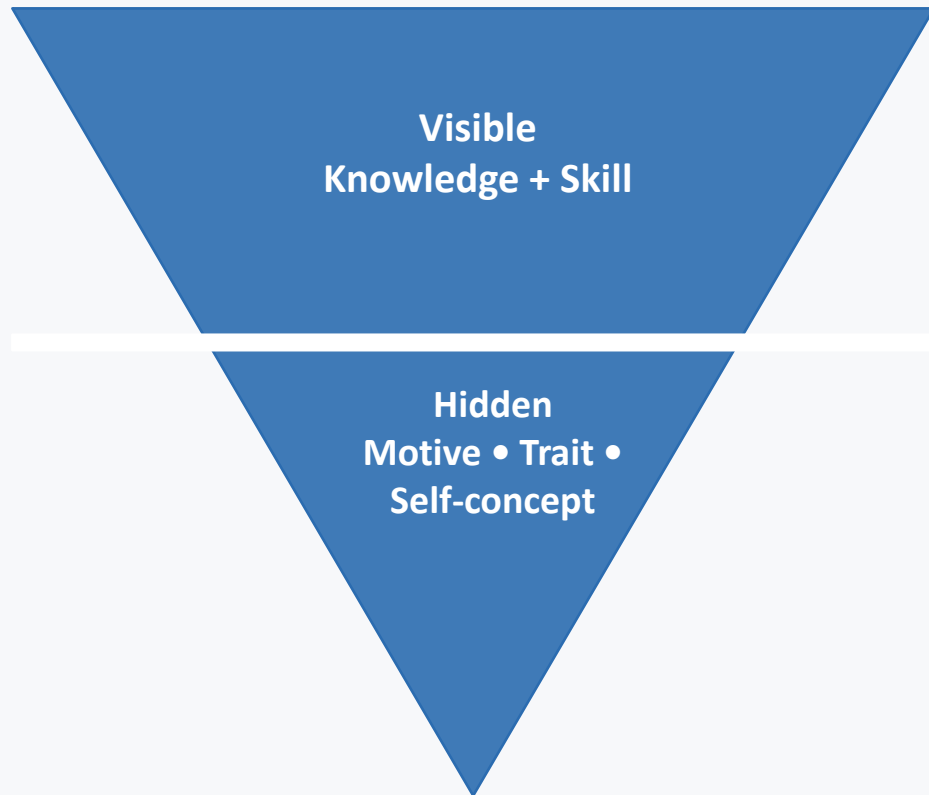
ROI (%) = (Benefit – Cost) / Cost × 100

✓ Example evidence

Skill test, productivity record, quality error reduction, retention, customer feedback.

Competency Theory | ทฤษฎีสมรรถนะ

Competency explains why some people perform better in similar roles.



I The iceberg model

Competency includes visible capability and deeper attributes that shape behavior.

A Course application

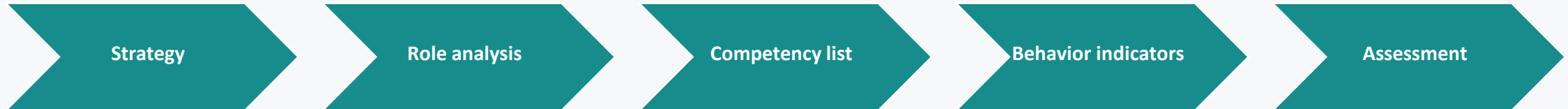
Students build competency profiles for leadership and change roles.

Knowledge + Skill + Attitude + Motive = Sustainable performance

Designing a Competency Framework | การออกแบบ

สมรรถนะ

A competency framework translates strategy into required behavior.



1 Core competency

Expected from all employees; culture and values.

2 Functional competency

Specific knowledge and skill for each function.

3 Leadership competency

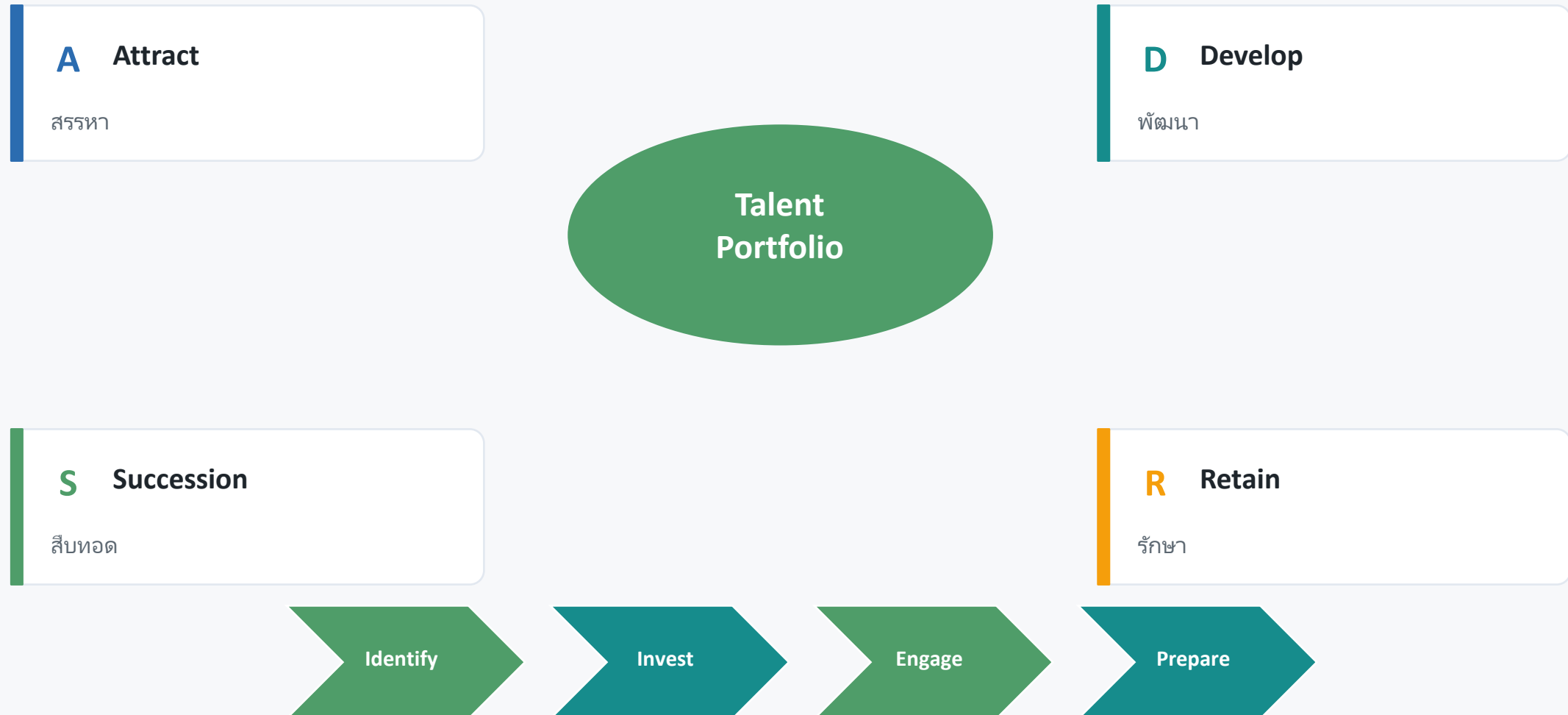
Influence, decision-making, coaching, change leadership.

4 Future competency

Digital, innovation, sustainability, agility.

Talent Management Cycle | วงจรการบริหารคนเก่ง

Talent management attracts, develops, retains, and prepares future leaders.



Succession Planning | การวางแผนสืบทอดตำแหน่ง

Organizations need readiness for critical roles before vacancies occur.

High potential Accelerated development	Specialist Deep expertise pathway
Solid performer Retention and performance support	Risk area Urgent development or hiring plan

- 1 Critical role map**
Identify positions that strongly affect continuity, customers, compliance, or strategy.
- 2 Readiness levels**
Ready now • ready in 1–2 years • ready in 3–5 years.
- 3 Development action**
Mentoring, rotation, stretch assignment, coaching, leadership labs.

Motivation and Engagement | แรงจูงใจและความผูกพัน

Engagement grows when people see meaning, competence, fairness, and belonging.

1 Purpose

Work feels meaningful and aligned with values.

2 Autonomy

People have appropriate control over how work is done.

3 Mastery

People improve and see progress in competence.

4 Recognition

Effort and contribution are noticed fairly.

Engagement is not happiness only; it is energy directed toward contribution.

Psychological Safety | ความปลอดภัยทางจิตใจ

People learn and change faster when they can speak, ask, and admit mistakes.

1 Speak up

Members can raise ideas, risks, questions, and concerns without fear.

2 Learn from errors

Mistakes become information for improvement, not only blame.

3 Respect difference

Different views are used to strengthen decisions.

Voice

Dialogue

Learning

Improvement

“

Class activity: identify one workplace behavior that builds psychological safety and one that destroys it.

Leadership in Human Capital Development | ภาวะผู้นำ

Leaders convert people potential into collective capability.

1 Direction

Clarify vision, priorities, and expected behavior.

2 Development

Coach, mentor, challenge, and create learning opportunities.

3 Connection

Build trust, inclusion, and collaboration across boundaries.

4 Execution

Align resources, accountability, and feedback.

Great leadership multiplies human capital instead of merely supervising labor.

Leadership Styles for Change | รูปแบบภาวะผู้นำ

Different change contexts require different leadership emphasis.

Transformational Inspire vision and values	Transactional Clarify rewards and performance
Servant Support people and remove barriers	Adaptive Experiment and learn in uncertainty

S Stable situation

Use clarity, process discipline, and performance management.

U Uncertain situation

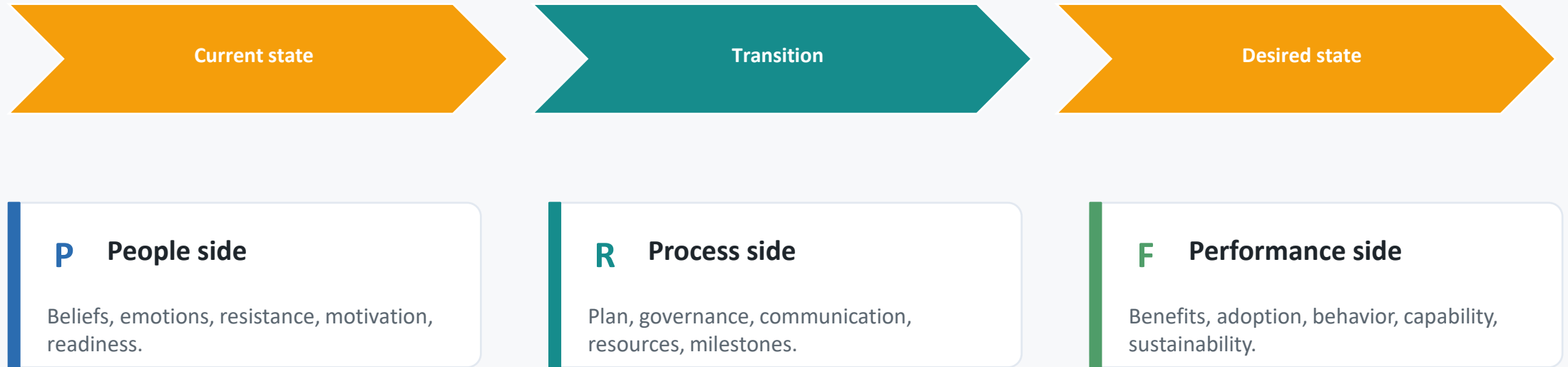
Use adaptive experiments, learning loops, and psychological safety.

T Transformation

Use shared vision, coalition, and communication.

What Is Change Management? | การบริหารการเปลี่ยนแปลง

Change management is the structured movement from current state to desired state.



“

Change fails when the technical plan ignores human behavior.

Drivers of Organizational Change | ปัจจัยขับเคลื่อนการเปลี่ยนแปลง

Change can be triggered by external pressure or internal strategy.

1 Technology

AI, automation, digital platforms, analytics.

2 Market

Customer needs, competitors, new business models.

3 Regulation

Compliance, governance, transparency, labor standards.

4 People

Skill gaps, generational expectations, wellbeing, mobility.

Pressure

Diagnosis

Choice

Action

Learning

Kotter's 8-Step Change Logic | โมเดล Kotter

A useful framework for mobilizing and sustaining large-scale change.

1 1. Urgency

Create need to move

2 2. Coalition

Build guiding team

3 3. Vision

Shape direction

4 4. Communicate

Share repeatedly

5 5. Empower

Remove barriers

6 6. Short wins

Show progress

7 7. Consolidate

Expand change

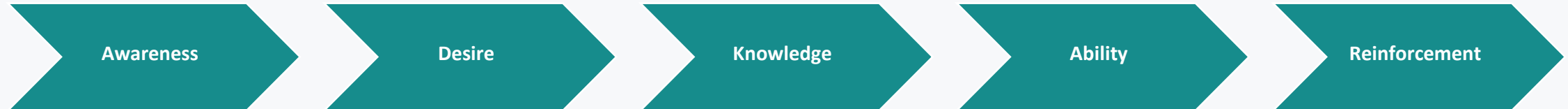
8 8. Anchor

Embed culture

Use the model as a checklist; adapt it to context, culture, and urgency.

ADKAR Model | โมเดล ADKAR

Change requires individual movement before organizational adoption becomes real.



1 Awareness

Why change is needed.

2 Desire

Willingness to participate.

3 Knowledge

How to change.

4 Ability

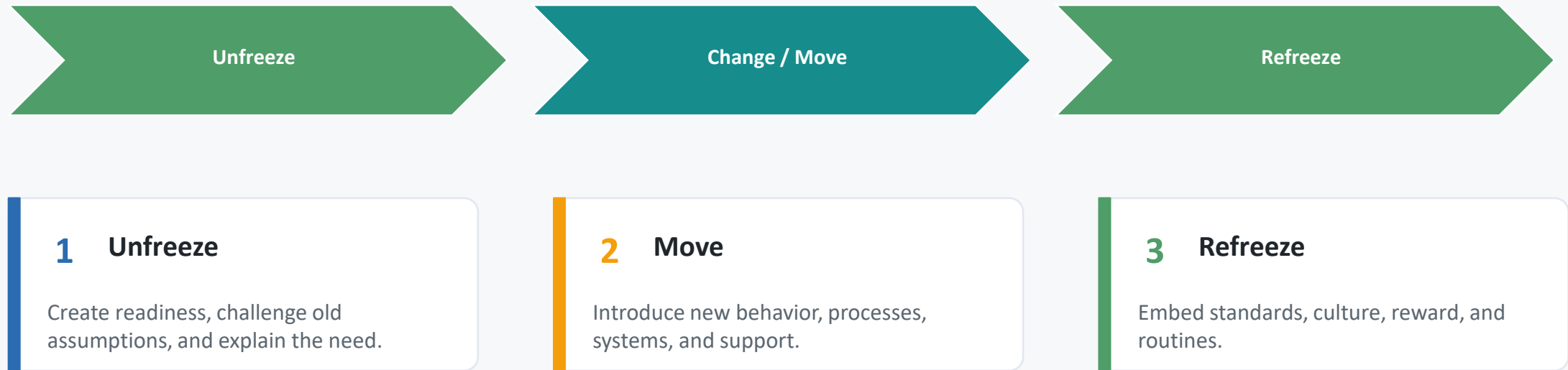
Skills and behavior in practice.

5 Reinforcement

Sustainment and recognition.

Lewin's Change Model | โมเดลของ Lewin

Simple model: prepare, move, stabilize.



Modern view: refreeze should not mean rigidity; it means stabilizing learning.

Stakeholder Analysis | การวิเคราะห์ผู้มีส่วนได้ส่วนเสีย

Every change has supporters, blockers, influencers, and silent observers.

High power / high interest Manage closely	High power / low interest Keep satisfied
Low power / high interest Keep informed	Low power / low interest Monitor lightly

1 Map interests

What do they gain, lose, fear, or need?

2 Plan influence

Who can persuade, sponsor, coach, or block?

3 Design engagement

Inform, consult, involve, co-create, or empower.

Change Readiness Diagnosis | การวินิจฉัยความพร้อม

Readiness is a condition that can be built before implementation.



O Organizational readiness

Strategy, structure, resources, policies, and systems.

P People readiness

Mindset, competence, motivation, trust, and psychological safety.

R Risk signals

Rumor, silence, low participation, fear, skill gap.

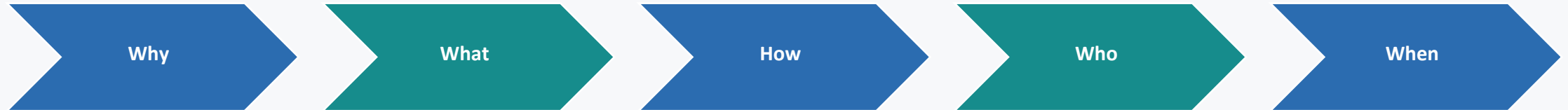
A Action

Prepare communication, training, pilots, and sponsor alignment.

Diagnosis before action reduces resistance and implementation failure.

Communication for Change | การสื่อสารเพื่อการเปลี่ยนแปลง

Clear communication reduces uncertainty and builds participation.



1 Message

Simple, honest, repeated, and linked to purpose.

2 Channel

Town hall, team meeting, email, dashboard, coaching.

3 Feedback

Questions, concerns, listening sessions, pulse survey.

4 Consistency

Leaders must say and do the same thing.

Resistance and Conflict | การต่อต้านและความขัดแย้ง

Resistance is often information about risk, loss, identity, or poor communication.

1 Fear of loss

Status, role, competence, control, relationships.

2 Low trust

People doubt leaders, data, fairness, or motives.

3 Change fatigue

Too many initiatives with limited visible results.

4 Skill gap

People resist what they do not feel capable of doing.

Listen

Clarify

Involve

Support

Negotiate

Team Management and Conflict Resolution | การจัดการ

ทีม

High-performing teams combine clarity, trust, coordination, and accountability.

Task clarity Goals, roles, decision rights	Relationship quality Trust, respect, safety
Process discipline Meetings, workflow, feedback	Learning rhythm After-action review, improvement

C Conflict styles

Avoiding • accommodating • competing • compromising • collaborating.

B Best practice

Separate people from problem; use evidence, interests, and joint options.

W Workshop

Diagnose a team conflict and choose an intervention.

Organizational Culture and Change | วัฒนธรรมองค์กร

Culture is the shared pattern of values, assumptions, and behavior.

1 Visible artifacts

Symbols, rituals, language, office layout, technology use.

2 Espoused values

Official principles, strategy, mission, HR policies.

3 Basic assumptions

Deep beliefs about power, risk, people, learning, and customers.

Observe

Decode

Align

Reinforce

“

Culture changes when new behavior is supported by leadership, systems, rewards, and shared stories.

Learning Organization | องค์การแห่งการเรียนรู้

A learning organization continuously creates, transfers, and applies knowledge.

L Learning loops

Reflect on results, correct errors, improve improve systems.

K Knowledge sharing

Communities, mentoring, lessons learned, internal platforms.

E Experimentation

Pilot, test, learn, scale, and adapt.

Experience

Reflection

Concept

Experiment

Learning is a strategic capability, not only a training event.

Senge's Five Disciplines | วินัย 5 ประการ

Five disciplines support system-level learning and sustainable change.

1 Systems Thinking

See patterns and interconnections.

2 Personal Mastery

Develop self and professional excellence.

3 Mental Models

Question assumptions and beliefs.

4 Shared Vision

Create common direction and commitment.

5 Team Learning

Dialogue and collective intelligence.

Class question: Which discipline is weakest in your organization?

Digital HR and People Analytics | HR ดิจิทัล

Digital HR improves decisions when data is ethical, useful, and connected to action.

1 Descriptive

What happened? turnover, engagement, absenteeism.

2 Diagnostic

Why did it happen? drivers, segments, root causes.

3 Predictive

What may happen? risk, demand, attrition.

4 Prescriptive

What should we do? intervention and optimization.



AI and Human Capital | AI กับทุนมนุษย์

AI changes tasks, skills, job design, and learning systems.

A Augmentation

AI supports analysis, drafting, search, decision preparation, and learning.

R Reskilling

Employees need digital literacy, data judgment, and human-centered skills.

G Governance

Fairness, privacy, accountability, transparency, and responsible use.

Task redesign

Skill mapping

Pilot AI use

Measure impact

“

The human-capital question is not “AI or people,” but “how people create more value with AI responsibly.”

Innovation and Sustainability | นวัตกรรมและความยั่งยืน

Sustainable HCM balances performance, people, and long-term social value.

Performance Productivity and service value	People Wellbeing and employability
Planet Green skills and responsible work	Prosperity Long-term innovation and resilience

I Innovation lens

New ways to develop talent, redesign work, and solve people problems.

S Sustainability lens

Human-capital decisions should not burn out people or reduce future capability.

P Course link

Final project must include both innovation and sustainability logic.

Green HRM and Social Responsibility | HRM สี่เขียว

People policies can support environmental and social goals.

1 Green recruitment

Attract talent aligned with responsible values.

2 Green training

Build awareness and skills for sustainable operations.

3 Green performance

Include sustainability behaviors in appraisal.

4 Green reward

Recognize ideas and practices that reduce waste or improve impact.

Sustainability becomes real when it is embedded in roles, metrics, and culture.

Wellbeing and Resilience | สุขภาวะและความยืดหยุ่น

Human capital is sustainable only when work capacity is protected.



1 Individual

Energy, coping, learning, health behavior.

2 Team

Support, psychological safety, mutual help.

3 Organization

Work design, policy, staffing, leadership.

“

Burnout is not only a personal problem; it can be a system design problem.

Case Study 1: Talent Retention | กรณีศึกษา

Students diagnose retention risk and design a human-capital intervention.

S Scenario

A growing service company loses high-high-potential staff within 18 months.

! Symptoms

Low career clarity, weak coaching, unclear promotion criteria, heavy workload.

T Task

Use metrics, interviews, competency map, and engagement design.

Diagnose

Prioritize

Design

Measure

Output: 1-page retention strategy + 3 KPIs + implementation timeline

Case Study 2: Digital Transformation | กรณีศึกษา

Students plan people-side change for a new HR information system.

C Context

An organization adopts a digital HR platform for recruitment and performance.

R Challenge

Managers resist using dashboards; employees fear monitoring and privacy risk.

T Task

Build ADKAR plan, stakeholder map, communication plan, and training pathway.

Stakeholder map

Readiness

Communication

Training

Adoption

Output: change brief + risk register + adoption scorecard

Midterm Review | ทบทวนก่อนสอบกลางภาค

Focus on concepts, theory application, and short case analysis.

1 Core concepts

Human capital, HRM vs HCM, components, metrics.

2 Theories

Becker, competency, motivation, leadership, learning organization.

3 Application

Analyze a problem and propose evidence-based action.

4 Exam technique

Define, explain, compare, apply to a case, conclude clearly.

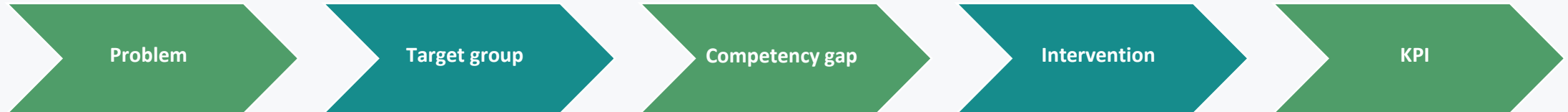
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Good answers use concept + reason + example + managerial implication.

Workshop: Human Capital Development Plan |

แผนพัฒนาทุนมนุษย์

Students design a practical plan for a selected organization.



I Inputs

Organization profile, strategic goals, current workforce issues.

D Design

Learning, coaching, job design, reward, communication.

E Evidence

Baseline, target, data source, timeline, responsible owner.

Deliverable: HCM plan canvas for peer review

Change Project Design | การออกแบบโครงการเปลี่ยนแปลง

A change project must link strategy, people, process, and measurable outcomes.

Strategic reason Why this change matters	People impact Who changes and how
Implementation plan Activities, milestones, owners	Success evidence Adoption, behavior, performance

M Minimum content

Current state, desired state, gap, stakeholder map, risk plan.

T Model use

Use Kotter, ADKAR, Lewin, or integrated model with justification.

I Implementation

Timeline, communication, training, reinforcement, KPI.

Group Presentation Guide | แนวทางการนำเสนอ

A strong presentation is evidence-based, structured, and practical.

1 1. Context

Organization, problem, urgency, stakeholders.

2 2. Analysis

Human-capital gap, readiness, resistance, risk.

3 3. Solution

Development and change-management design.

4 4. Measurement

KPIs, timeline, expected impact, sustainability.

Recommended: 12–15 minutes + Q&A • clear visuals • realistic actions

Rubric for Final Project | เกณฑ์การประเมิน

The rubric rewards clarity, depth, application, and feasibility.

Problem diagnosis	
Theory integration	
Plan quality	
Metrics & evidence	
Presentation	

A Excellent

Clear logic, strong evidence, realistic plan, measurable impact.

B Developing

General ideas, weak linkage, limited evidence, unclear feasibility.

✓ Academic integrity

Use sources properly; avoid unsupported claims; present original analysis.

Assessment asks: Is the plan useful enough for real managerial action?

Project Canvas | แม่แบบโครงการ

A one-page structure for organizing the final project.

Problem What human-capital or change issue?	Evidence What data or signs prove it?
Intervention What development/change actions?	Impact What results and how measured?

S Stakeholders

Sponsor, managers, employees, customers, partners.

T Timeline

Quick wins, medium-term milestones, sustainment.

R Risks

Resistance, skills, resources, politics, culture.

Use this canvas before building the full slide presentation.

Key Takeaways | สรุปบทเรียนสำคัญ

Human capital and change management must be managed together.

1 1

People are strategic capital, not only cost.

2 2

Competency, motivation, leadership, and culture create performance.

3 3

Change succeeds through readiness, communication, participation, and reinforcement.

4 4

Innovation and sustainability require continuous learning and responsible design.

“

The manager's role is to develop people, lead change, and build an organization capable of learning.

References and Closing | เอกสารอ้างอิงและปิดรายวิชา

Selected academic foundations used for course design.

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**Thank
You**

Questions • Reflection • Application