



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

LCMB7011

Managing People

Week 1

Introduction to the module

Trawsnewid Addysg; Trawsnewid Bywydau
Transforming Education; Transforming Lives

Dr Jean Wang
j.wang@uwtsd.ac.uk



www.uwtsd.ac.uk

Session Objectives

Part 1:

- Understand the course requirements
- Get to know each other!

Part 2:

- Review the HR Profession and contribution to organisational efficiency
- To recognise contemporary issues within the external environment that impact on HR Strategy

Course requirements

- 10*4 hour sessions (40 hours in total)
- Lectures, tutorials, exercises, case studies, group work, assignment support
- Assessment



ASSESSMENT

- Coursework 100% - written essay or report
- Word count – 5000 words
- Week 4 or 5: Assignment Workshop

Learning Outcomes of this module

- identify and critically appraise the Human Resource Management role in employee recruitment, development and engagement in a competitive and international context;
- develop a critical appreciation of the issues involved in managing a complex and diverse workforce for both organisational success and workforce wellbeing.

How should I study this module?

- Before the weekly lecture and seminar:

- ☐ **Interactive and independent learning**- check Moodle weekly for the course materials
- ☐ Read the updated posts on **MS Teams module group** if it is available

- During & After the weekly lecture and seminar:

- ☐ Participant in seminar discussion and make notes
- ☐ Read the suggested / further readings
- ☐ Check posts and uploaded files on **MS Teams module group** regularly

READING AND RESOURCES

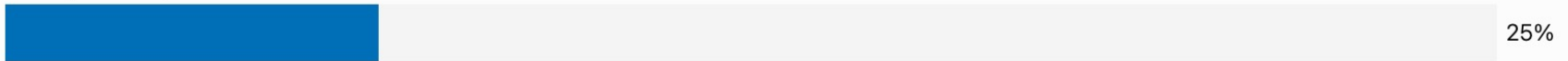
- Armstrong M. (2012) Armstrong's Handbook of Human Resource Management Practice 12th Ed. Kogan Page.
- Scullion H and Collings D G - Editors (2011) Global Talent Management Routledge
- Bratton J and Gold J (2012) Human Resource Management Theory and Practice 5th Ed Palgrave.

READING AND RESOURCES (cont.)

- Beardwell, I. and Holden, L. (2007) Human Resource Management: A Contemporary Approach, Harlow: FT Prentice Hall.
- Gordon, J. (2006) Pfeiffer's classic Activities for Diversity Training, London: John Wiley and Sons Ltd.
- Greenhaus et alia (2010) Career Management 4th Ed. Sage.

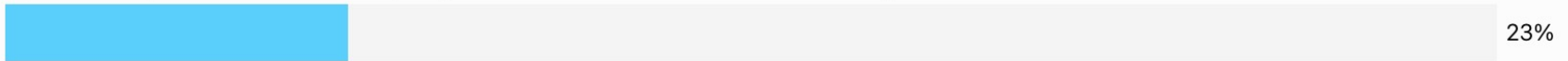
What do we expect to enrich the in-class learning?

Mute your cell phone



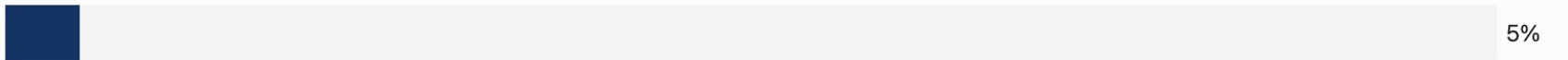
25%

If you are late, enter the classroom quietly and find a closed seat without disturbing others.



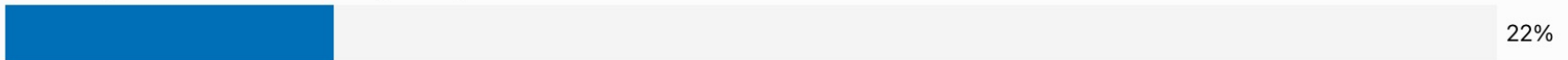
23%

No food allowed



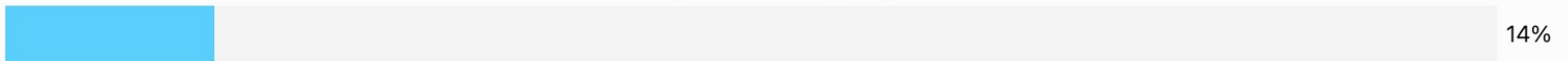
5%

No talking when the instructors is speaking in the class



22%

Do not leave the classroom in the middle of the session unless you face emergency



14%

How to work with you in a team?

Team Player Card

Name:	Student Number:	<i>N.B. This card is to help you figure out how you work and behave.</i>
My type of Team member: (<u>describe</u> the key features)	What I value: (<u>write</u> down what you value professionally & personally; and what you expect from others)	What people misunderstand me about: (<u>things</u> people may not know about me; misconceptions)
How best to communicate with me: (e.g., face-to-face vs. online; at what time; your dos' and do nots')	How to work well with me: (<u>how</u> can my team help me when I am struggling or at my worst/best; sharing your weakness)	What I do not have patience for: (<u>what</u> makes you frustrated morally/ professionally)

My type of team member

The Team Driver



You're the glue that holds this team together! You keep everyone organized and on task and you're not afraid to follow up. You're great at facilitating meetings and putting in systems that keep everything running and moving forward. Without you, who knows what would happen!

Session Objectives

Part 1:

- Understand the course requirements
- Get to know each other!

Part 2:

- Review the HR Profession and contribution to organisational efficiency
- To recognise contemporary issues within the external environment that impact on HR Strategy

Introduction to managing people

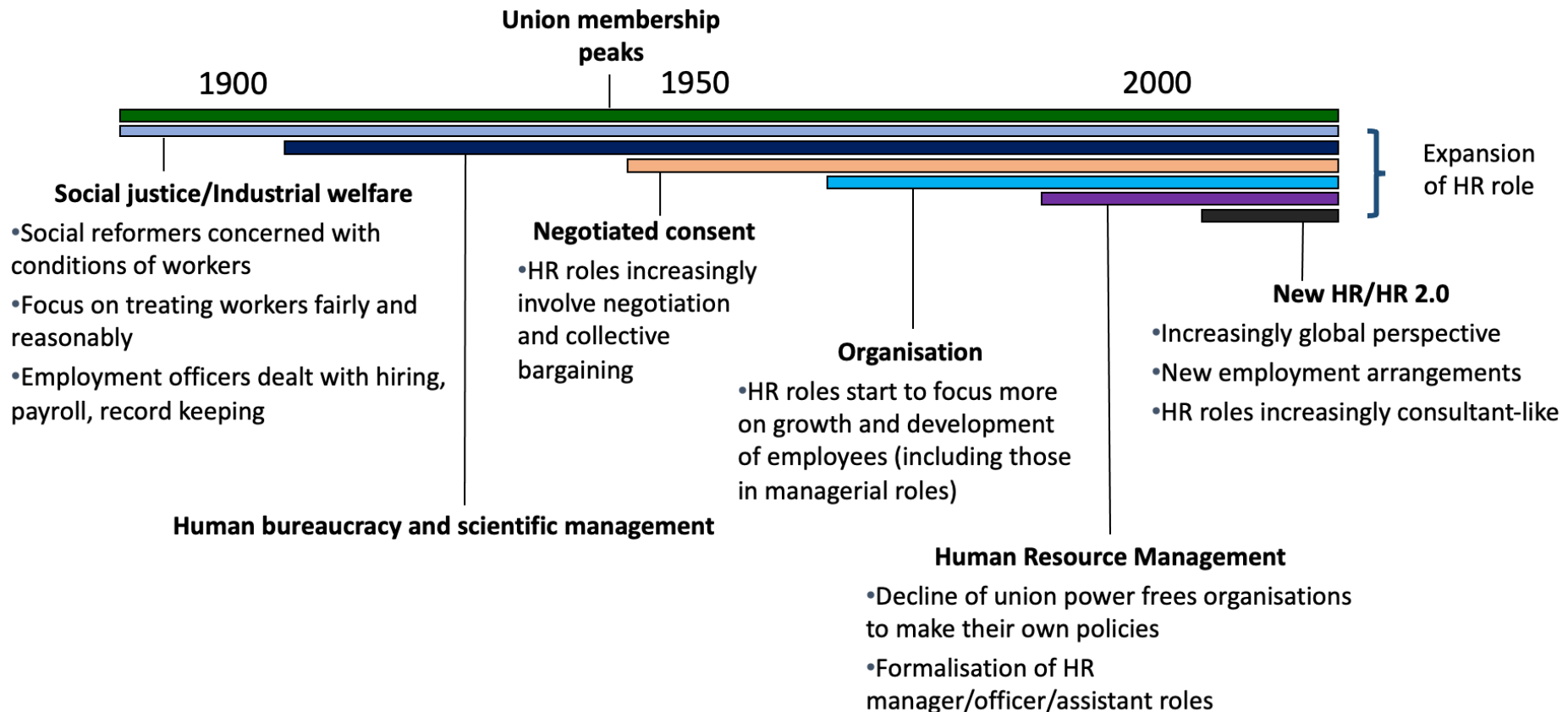
1. Set the context for HRM

2. Define the term HRM

3. Identify what HR Managers

The meaning and role of HR has changed over time

How has HRM evolved?

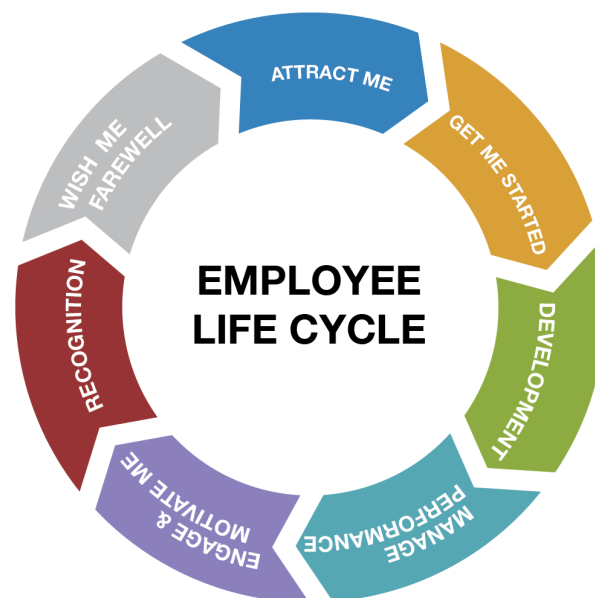


Context of HRM

- Approaches HRM Managers take depend on organisational context and the external environment



- HRM can be described as people employed in management roles responsible for employment policy and practices and the organisations relationship with employees



How does HR support the managing of people?

- David Ulrich(1996) identified 4 roles
 - Administrative Agent
 - Employee Champion
 - Change Agent
 - Strategic Partner

How does HR support the managing of people?

The **multi-tiered HR service delivery model: Ulrich's 'three-legged stool' model**

Three-legged stool model- where the HR service is split between three areas of expertise:



- **Shared services** – usually a centralised service group that handles routine ‘transactional’ services across the organisation, for example recruitment administration, payroll, absence monitoring, template generation and advice on simpler employee relations. **Shared services** are a first line support and administration hub.
- **Centres of excellence** – usually small teams of experts with specialist HR knowledge. Centres of excellence deliver business and people benefits through effective innovations, interventions and initiatives, in areas such as reward, learning, recruitment, employee engagement, organisation development and talent management.
- **Strategic business partners** – senior and experienced people professionals who work closely with business leaders or line managers, usually embedded in the business unit, influencing, steering and implementing both the business and people strategy by aligning HR capabilities across the whole organisation.

How does HR support the managing of people?

Adding Value Hook& Jenkins (2019)

HR specialists can 'add value' by

- delivering business objectives
- providing an excellent administration service
- championing effective people management



How does HR support the managing of people?

Part of HR Managers Role

- HR Managers must look to the external environment to plan and recommend actions in respect of managing an organisations workforce



How does HR support the managing of people?

Part of HR Managers Role (cont.)

- Armstrong (2020) stated *"goal of HRM is to support the organisation in achieving its objectives by developing and implementing **HR strategies** which are integrated with the **business strategy**; create a **positive employment relationship** between management and employees and a climate of mutual trust; encourage an **ethical approach** to people management"*

Managing people at post-COVID period

Based on The People Profession 2020 report by CIPD:

- A highly rewarding career (e.g., adding value for HR specialists)
- People analytics and data skills are in high demand, but skills are lacking across the profession. (e.g., business objectives; effective decision-making)
- Economic change, digital transformation and organisational agility are the biggest drivers of change influencing the profession right now. (e.g., WFH: employee health and well-being)
- Tensions between operational efficiency and strategic delivery (e.g., staff working at a higher strategic level)
- Linking people strategy and business outcomes more explicitly. (e.g., strategic business partner/ collaboration)

PESTEL analysis & 4 Day Week Trial

If you looked at 4dayweek trial (<https://www.4dayweek.co.uk>) through a HR lens on a broader scale, **how your company (MNC) might be impacted by launching it in the current external environment of the UK.**

How would you evaluate the pros and cons of this initiative via PESTEL analysis?



P

- Government policy
- Political stability
- Corruption
- Foreign trade policy
- Tax policy
- Labour law
- Trade restrictions

E

- Economic growth
- Exchange rates
- Interest rates
- Inflation rates
- Disposable income
- Unemployment rates

S

- Population growth rate
- Age distribution
- Career attitudes
- Safety emphasis
- Health consciousness
- Lifestyle attitudes
- Cultural barriers

T

- Technology incentives
- Level of innovation
- Automation
- R&D activity
- Technological change
- Technological awareness

E

- Weather
- Climate
- Environmental policies
- Climate change
- Pressures from NGO's

L

- Discrimination laws
- Antitrust laws
- Employment laws
- Consumer protection laws
- Copyright and patent laws
- Health and safety laws

Food for thought...

- Apart from what we have discussed, what else might be the reasons that 4dayweek work project could be applicable for Tesla in the UK but not in China, according to PESTEL analysis?
- Have you checked what company benefits are taxable or tax-free in the UK (<https://www.gov.uk/tax-company-benefits>)? How would 4dayweek work project affect the strategic plan of employee benefits package?
- Why should HR managers care about employee wellbeing? (more detailed will be examined and discussed in wellbeing lecture)

Constraints to people resourcing

Factors influencing resourcing activities

- Labour market conditions
- Regulations
- Employee attitudes (equity, respect, involvement)
- Line management
- Trade unions

Reflection on Managing People

- Globalisation
- The Impact of Technology
- The worker as individual and global citizen
- The role of the Human Resource Manager in a fast-changing environment.

Current Issues in Managing People

- Responding to intensified competition
- Managing international operations
- Riding waves of technological innovation
- Meeting the expectations of the law
- Managing with or without trade unions
- Ethical questions
- Best practice

Thank you for your participation!



Next week: Managing diversity

Resources

- Armstrong, M & Taylor, S (2020) *Armstrongs Handbook of HRM* (15th ed) Kogan Page London
- Boxall, P Purcell, J & Wright, P. (2007) *Oxford Handbook of HRM* Oxford University Press Oxford
- Hook, C & Jenkins, A. (2019) *Introducing HRM* (8th ed) Pearson Harlow UK