

UNIVERSITY OF WALES: TRINITY SAINT DAVID
PRIFYSGOL CYMRU: Y DRINDOD DEWI SANT

School of Business
Ysgol Busnes

HUMAN RESOURCE MANAGEMENT SBMA7101

Summer 2013

MODULE CODE:	SBMA7101
TITLE:	HUMAN RESOURCE MANAGEMENT CORE
DATED:	26 TH JUNE 2012
LEVEL:	LEVEL 7.
CREDITS:	20 CREDITS
JACS CODE:	N600

AIMS:

To develop a critical and analytical understanding of the changing nature of HRM in a global context, from a primary focus on supporting line managers to manage their people well, to a more specialised and professional one of delivering sustainable organisation capability and performance.

LEARNING OUTCOMES:

Upon the successful completion of this module the student will be able to:

1. Critically review and appraise current research and advanced scholarship so to enable them to evaluate managerial and business environments; and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation
2. Demonstrate a systematic understanding of current issues in HRM and IHRM within a variety of organisations so to enable them to manage effectively the design and implementation of fair, efficient and effective policies and procedures that serve to deliver upon the strategic aims of the organisation.

INDICATIVE CONTENT:

- The history and context of HRM and a critical appraisal of the HR function, role and standing within varying sectors including small, medium and large enterprises nationally and internationally
- Organisation design, culture and development including the analysis of internal and external environments that impact upon the work of personnel professionals
- National and international employment markets from which organisations source and mobilise staff; how employment markets are evolving and/or changing
- Human resource planning processes employed by organisations and how these are now influenced by technology; including administering these processes lawfully, fairly, efficiently and effectively
- Socialising personnel into the organisation; building the business activist; employer bonding and branding
- Processes of managing performance; innovating new working practices; delivering outstanding customer service; breeding an environment where talent may grow; job design
- Ethics and professionalism; commitment to equality of opportunity; managing diversity.

LEARNING AND TEACHING STRATEGY:

The learning and teaching strategy for this module has been designed to facilitate a rich learning experience for students from different educational and cultural backgrounds.

The focus of the strategy is based on research and the practical application of theoretical models and concepts relevant to workplace scenarios detailed in a selection of pre-seen case study material. Throughout the module, students will be expected to take significant personal responsibility for their own learning and exercise initiative in the undertaking of all new learning experiences, both in and out of the classroom.

Focusing on the importance of managing human and organisational resources in developing and maintaining organisational success and competitive advantage, the module further aims to promote student confidence to enable them achieve an enhanced understanding of, and sensitivity to, the managerial dynamics and processes that influence the behaviours and performance of people at work.

The module aims to develop critical analysis, self-reflection and problem solving techniques to learn how to develop and implement the creative and strategic HR solutions that drive organisational performance. The approach therefore requires student-centred learning strategies. Seminars, tutorials and workshops will form the majority of the learning strategy to allow students to interact with material through case studies, group discussions and practical exercises. Students will also be encouraged to attend relevant guest speaker presentations and carry out their own research for dissemination to the rest of the group. Material for discussion in seminars and

tutorials will be in a variety of formats such as DVD, documentary evidence, pod casts, case studies, questionnaires and presentations with plenty of opportunity for formative feedback regarding their critique and application of the material.

LECTURE TOPICS:

1. Introduction to HRM
2. The nature of HRM and Personnel Management
3. Current issues in HRM
4. Recruitment, selection and evaluation process and practice
5. Equal opportunities and diversity in the workplace
6. Employment Legislation
7. Performance Management
8. Reward Systems and Reward Management
9. Dismissal issues and termination of employment
10. Human Resource Development and Training
11. Employment Relations, Industrial Relations and Business Etiquette
12. International Human Resource Management
13. Human resource management strategies I
14. Human resource management strategies II
15. Human resource planning
16. Human resource management and organisational culture
17. Human Resource Management – Leadership and Change
18. Performance management – further development
19. The Future of the Human Resource Management Function
20. Consolidation.

SBMA7101 HUMAN RESOURCE MANAGEMENT CORE

READING LIST:

Essential Texts:

Armstrong M. (2012) Armstrong's Handbook of Human Resource Management Practice 12th Ed.

Henderson, I. (2011) Human Resource Management for MBA Students, London: CIPD

Background Reading:

Beardwell, I. and Gold, J., (2009) Human Resource Development, Basingstoke: Palgrave Macmillan.

Beardwell, J. Claydon, T. (2010) Human Resource Management: A Contemporary Approach, Financial Times: Prentice Hall

Bratton J and Gold J (2012) Human Resource Management Theory and Practice 5th Ed Palgrave.

Cook, M. (2009) Personnel selection: adding value through people. 5th ed. Chichester: John Wiley.

Dowling, P., Festing, M. and Engle, A. D. (2007) International human resource management: managing people in a multi-national context. 5th ed. London: Thomson Learning.

Edenborough, R. (2007) Assessment methods in recruitment, selection and performance: a manager's guide to psychometric testing, interviews and selection. London: Kogan Page.

Laroche, L. and Rutherford, D. (2007) Recruiting, retaining and promoting culturally different employees. Oxford: Butterworth Heinemann.

Marchington, M. and Wilkinson, A. (2008) Human Resource Management at Work, Wiltshire: CIPD

Pilbeam, S. and Corbridge, M. (2006) People resourcing: contemporary HRM in practice. 3rd ed. Harlow: Financial Times / Prentice Hall.

Taylor, S. (2008) People Resourcing, Fourth Edition, Wiltshire, CIPD

Taylor, S. (2010) Resourcing and talent management. 5th ed. London: Chartered Institute of Personnel and Development.

Torrington, D. Hall, L. Taylor, S and Atkinson, C. (2009) Fundamentals of Human Resource Management: Managing People at Work, London: Prentice Hall

Journals:

British Journal of Management
CIPD Journal 'People Management'
Coaching at Work
Education and Training Journal
Et alia
Harvard Business Review
HRM Review
Human Resource Management Journal
Industrial and Labour Relations Review
International Journal of Employment Studies
Journal of International Business Studies
Journal of Labour Economics
Journal of Management Development
Journal of Organizational Behaviour
Journal of Workplace Learning
Management Today
People and Strategy: Journal of the HR Planning Society
Personnel Review
Personnel Today
Public Personnel Management
Research and Practice in HRM
Strategic HR Review
Strategic Management Journal
The Academy of Management Review
The Journal of Business
The Journal of Human Resources
The Journal of Industrial Economics
Work Employment and Society

Useful Websites:

<http://www.cipd.co.uk/onlineinfodocuments/atozresources.htm>
http://www.prospects.ac.uk/p/types_of_job/management_consultant_job_description.jsp
www.acas.org.uk
www.berr.gov.uk
www.cbi.org.uk
www.cipd.co.uk
www.cipd.co.uk/Journals
www.cipd.co.uk/surveys
www.employment-studies.co.uk
www.equalityandhumanrights.org.uk
www.hrmguide.co.uk
www.statistics.gov.uk
www.wao.gov.uk

SBMA7101 Human Resource Management**ASSESSMENT**

Two Assignments – each worth 50%.

Assignment 1 - Semester 1

Discuss, analyse and critically evaluate how ‘globalisation’ has influenced the evolution towards a more significant and strategic Human Resource Management function.

Assessment Criteria	% of marks
Evidence of background reading, research.	15
Use and application of academic theories, models, quotes, etc	20
Discussion, evaluation and analysis of key areas	35
Validity of conclusions and recommendations	20
Sound presentation in required essay format	10

The assignment must be in Essay format – word limit 2000 words (excluding Bibliography and Appendices).

Assignment 2 - Semester 2

Select ONE topic from:

- **The developing strategic role of Human Resource Managers in Manpower/Employee Planning**
- **The role of Human Resource Managers in Talent Management with the organisation**
- **The role of Human Resource Managers in Performance Management**

and critically evaluate and explain the evolving Human Resource Managers role in the context of modern work organisations.

You may base this assignment on a chosen company or economy with the approval of your lecturer.

Assessment Criteria:	% of marks
Evidence of background reading, research, and use and application of academic theories, models etc.	20
Depth and scope of discussion and critical analysis in relation to chosen topic	30
Critical Explanation and Evaluation of the HR role	30
Validity of conclusions and recommendations	10
Sound presentation in required essay format	10

The assignment must be in Essay format – word limit 2000 words (excluding Bibliography and Appendices).

SBMA7101 Human Resource Management

ASSESSMENT CRITERIA

Module Aim

To develop a critical and analytical understanding of the changing nature of HRM in a global context, from a primary focus on supporting line managers to manage their people well, to a more specialised and professional one of delivering sustainable organisation capability and performance.

Learning Outcomes

Upon the successful completion of this module the student will be able to:

1. Critically review and appraise current research and advanced scholarship so to enable them to evaluate managerial and business environments; and analyse how resourcing an organisation is affected and informed by internal and external factors that in turn serve to influence the policies, procedures and processes adopted by the organisation
2. Demonstrate a systematic understanding of current issues in HRM and IHRM within a variety of organisations so to enable them to manage effectively the design and

implementation of fair, efficient and effective policies and procedures that serve to deliver upon the strategic aims of the organisation

Students should note that the expectations and demands of work at Level 7 is higher than for undergraduate work Level 4-6) and that this will be reflected in the assessment and marking of the assignment below.

The expectations of students at Level 7 may be found in the Credit and Qualification Framework for Wales Level 7 Descriptor – February 2009.

Assignment 1 Assessment Criteria

Assessment Criteria	Learning Outcome(s)	% of Marks
Assignment 1	1.	50%

Assignment 1 Marking Guide

- Evidence of sound background reading and research
- Clear evidence of understanding HRM and concepts used.
- Application to the set question
- Scholarship – use of approved referencing.
- Clear and logical structure /conclusions.

Assignment 2 Assessment Criteria

Assessment Criteria	Learning Outcome(s)	% of Marks
Assignment 2.	2	50%

Assignment 2 Marking Guide

- Evidence of sound background reading and research
- Clear evidence of understanding HRM and concepts used.
- Application to the set question
- Scholarship – use of approved referencing.
- Clear and logical structure /conclusions.