



UNIVERSITY OF WALES
Trinity Saint David
London

MODULE HANDBOOKS

**Master of Business Administration
(MBA)**

**LEVEL 7
Term 2**

Human Resource Management Pathway

SCHOOL OF BUSINESS

March 2013

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1. INTRODUCTION

This handbook provides information about the modules that will be offered for study in the MBA term 2.

2. LECTURERS

The following lecturers will be teaching on your Programme of Study:

Module Code	Module Name	Lecturers
SBMA7103	Strategic Management	Mike Elkin
SBMA7106	Managing People	Mary March
SBMA7107	Managing Performance	Andrew Caswell

3. MODULES SPECIFICATIONS

**Master of Business Administration
(MBA)**

**LEVEL 7
Term 2**

SCHOOL OF BUSINESS

March 2013

3.1: *Strategic Management*

SBMA7103

MODULE CODE:	SBMA7103
TITLE:	Strategic Management
CREDITS:	20

1. AIM(S)

To provide a comprehensive understanding of the strategic management process for organisations, which integrates the other core modules and provides a platform for the practice or further study of business activities.

To provide the understanding and experience of current strategic thinking and practice which identifies corporate success, excellence and strategic leadership to contribute to innovative decision making at senior and corporate level.

2. LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

Synthesise the relationship between the external context of an organisation and its internal context and their impact on its strategies.

Critically evaluate competitive and development strategies, in the context of contemporary strategic management issues.

Assess the factors that must be considered in strategy implementation.

3. INDICATIVE CONTENT

Over the course of this module students will undertake the study of strategic management through the analysis of case studies and current practice. Students will be encouraged to deal with complex systemic issues and relate their learning to relevant industry/business environments. Students will study the following:

Strategic management in different contexts; to include small business, multinational corporations, manufacturing and services, public sector and not for profit.

Strategic management in practice; to include the strategic position, strategic choices, strategy into action and development processes.

Strategic analysis; to include macro environment analysis using pest and other frameworks, for example five forces framework, defining strategic groups and critical success factors.

Resource, competence and strategic capability; to include how strategic capability contributes to competitive advantage. The strategic importance of resources, core competences and organisation capabilities.

Stakeholder expectation and organisational purpose; to include the importance of governance stakeholder mapping. Critical assessment of

ethical issues, sustainability, corporate social responsibility and their impact on strategic development.

Assessment of organisational culture, structure and leadership, using appropriate academic theories and models and their impact on strategic implementation.

Business level strategy and different methods of achieving sustainable competitive advantage.

Corporate level strategy to include product diversity, international diversity, corporate parenting roles and portfolio management.

Strategic evaluation and selection; to include generic strategies and the various strategic development methods available to organisations (internal, acquisition and alliance) and how to best manage change.

4. LEARNING AND TEACHING STRATEGY

Traditional and student-centred learning strategies will be employed to ensure a balance of theory and practice. A mix, therefore, of lectures, seminars, tutorials and workshops will be utilized to allow both a didactic and interactive learning experience for the student. Issues relating to the concepts, theories and techniques associated with assessing the business environment are suited to delivery during weekly lectures. Lectures will introduce the ideas and will allow students to engage in discussion on the application of these ideas to practical situations. However, for the further exploration of these topics and their application to real life practical, pathway specific situations and case studies, tutorials, seminars and workshops are the most appropriate strategy. In tutorials and workshops, students will work in groups and expand discussions in areas that are relevant to the opportunities and ideas that have been developed. Seminar presentations will be required, related to key areas of the syllabus. During tutorials and workshops, students will also have the opportunity and encouragement to apply the relevant issues to the given case organisation, and gain individual, formative feedback regarding them.

Teaching sessions will be interactive and will involve students in practical exercises, case study analysis and discussions. This will facilitate the development of analytical, evaluation, communication, team and leadership skills through self-directed discovery and peer assisted learning. The course will be augmented by online reviews, articles, readings, and discussions as appropriate.

	<u>Hours</u>
Lectures/Tutorials/Seminars	<u>40</u>
Directed/Independent Learning	<u>160</u>
TOTAL	<u>200</u>

5. ASSESSMENT

Assessment Component 1

Coursework 100%

Exemplar:

Students are required to undertake the strategic analysis of an organisation culminating in appropriate recommendations for a new strategic approach, underpinned by relevant academic literature.

Total word count – 4000 words or equivalent

Assessment Criteria

Learning Outcomes	To achieve the learning outcome, the student must demonstrate the ability to:	Assessment Component(s)
1. Synthesise the relationship between the external context of an organisation and its internal context and their impact on its strategies	Work as an individual to research, write and structure a report. Analyse and critique issues in the application of strategic management to a specific case.	1
2. Critically evaluate competitive and development strategies, in the context of contemporary strategic management issues.	Work as an individual to research, write and structure a report. Application and critical analysis to relevant organisation and critical appraisal of an organisations application of theory and strategic business models	1
3. Critique the factors that must be considered in implementing strategy.	Work as an individual to research, write and structure a report. Analyse complex issues and review sectional, functional, organizational and stakeholder interests within a strategic framework.	1

6. BIBLIOGRAPHY

Essential

Johnson, G. and Scholes, K., *Exploring Strategy*, Harlow: FT Prentice Hall, 2011.

7. TEACHING PROGRAMME

Weeks	Format of delivery	Topic
1	Lecture and Q and A	Introduction to Module & Assessment ‘What is Strategy?’ Reading Johnson, G. Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 2011, 9 th edition Chapter 1
2	Lecture Tutorial / case study	The Environment Reading Johnson, G. Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 2011 9 th edition Chapter 2 ‘The Environment’ Case study completion and presentation Global Forces and the European Brewing Industry’ pages 88-92
3	Lecture Tutorial/ presentations	Expanding the SWOT Reading Johnson, G. Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 2011 9 th edition Chapter 3 ‘page 106’ Handout notes and activity on slides
4	Lecture Tutorial/ presentations	Strategic Capability and Core Competences Reading Johnson, G. Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 Chapter 3 Inside Dyson: A distinctive company’ page 115 Johnson, G. Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011

8	Lecture Tutorial case study	Strategic choice (Business level strategy) Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 Chapter 10 Virgin the global entrepreneur Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 page 260-262
9	Lecture Tutorial case study	Evaluating Strategy Reading Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 Chapter 11 Chaos at Heathrow Terminal 5 Johnson, G.Whittington, R & Scholes, K. <i>Exploring Strategy</i> , 9 th edition 2011 page 387
10	Surgery	Students to make appointment with tutor for assignment guidelines (<i>this could be run as a group tutorial / one to one or Q and A group session, depending on the needs of the student</i>)

Note: The above may be subject to some change

The following Text book must be purchase in order to participate and complete this module.

Johnson, G. Whittington , R. Scholes, K. (2011) '*Exploring Strategy*'.
Pearsons Education, Harlow

Reading

Prescribed reading activities and pod casts are presented at the end of each lecture on the relevant power point slides.

It is additionally essential that all academic reading marked as essential is augmented by further student centred research into contemporary perspectives related to the subject and the industry you are studying. You will therefore be required to make use of relevant

Academic Journals

Academic publications (Subject and industry specific)

Press articles

Industrial data and intelligence

8. ASSIGNMENTS

Case Study: In consultation with your tutor research a suitable organisation of your choice and in a formal report answer questions 1 to 4

Task (100%) The Report: *Strategic Analysis*

Important information before you start

This assignment will require you to make your own in-depth investigations into the organisation you choose and you must use the company's web site and its subsequent publications (such as annual reports etc), press archives, academic and industrial publications.

Report Output

Produce a formal report addressing the following:-

Critically appraise the main feature of the organisation's current mission/objectives and subsequent strategies pursued at present. (*Learning Outcome 2*)

Analyse and portray the components of the organisation's internal and external environment. (*Learning Outcome 1*)

Systematically apply strategic models in formulating recommendations of new strategic directions for the organisation. (*Learning Outcome 2 & 3*)

Asses the factors that the organisation will have to consider resulting from your proposed new strategic directions. (*Learning Outcome 3*)

The report should be no more than 4,000 words (*excluding appendices and diagrams*) and must make maximum use of strategic business models and theories discussed in class and developed from your directed learning.

9. ASSESSMENT CRITERIA

AIM(S)

To provide a comprehensive understanding of the strategic management process for organisations, which integrates the other core modules and provides a platform for the practice or further study of business activities.

To provide the understanding and experience of current strategic thinking and practice which identifies corporate success, excellence and strategic leadership to contribute to innovative decision making at senior and corporate level.

LEARNING OUTCOMES

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

Synthesise the relationship between the external context of an organisation and its internal context and their impact on its strategies.

Critically evaluate competitive and development strategies, in the context of contemporary strategic management issues.

Assess the factors that must be considered in strategy implementation.

ASSESSMENT ONE: 4,000 WORD REPORT 100%

Assessment Criteria Meini Prawf Asesu	Learning Outcomes Deilliannau Dysgu	% of marks Canran marciau
Displaying an iterative approach to each task identifying the systemic relevance of one to another.	1,2 and 3	10%
Application and critical analysis to relevant industry and critical appraisal of an organisation's application of theory and strategic business models	1,2 and 3	40%
Interpretation and critical analysis of case study (<i>organisation</i>) with evidence of ability to relate to relevant theory.	1,2 and 3	25%
Critical appraisal of strategic options and analyse of complex issues including a review of sectional, functional, organisational and stakeholder interests.	2 and 3	25%

3.2: *Managing Performance*

SBMA7107

MODULE CODE:	SBMA7107
TITLE:	Managing Performance
LEVEL:	7
CREDITS:	20

1. MODULE INTRODUCTION/INFORMATION

This Human Resource Management Pathway Module seeks to explore the Performance Management aspect of the HR Managers role in all its detail, depth and complexity:

1. Holistically – as a strategy which relates to every activity of the organisation set in the context of its human resources policies, culture, style and communications systems,
2. As a process that contributes to the effective management of individuals and teams to achieve high levels of organisation performance,
3. As a system through which organisations set work goals, determine performance standards, assign and evaluate work, provide performance feedback, determine training and development needs and distribute rewards.

The essential content covers:

- Performance Development Planning - the purpose and processes of Performance Appraisal and Performance Management.
- Performance Management - the drive towards competitive advantage and the place of HRM – behavioural, performance and other outcomes.
- Performance and Development – goal setting, measurement, appraisal, feedback.
- Trust, Manageability and Control - Motivation, Rewards and Incentives.
- HR and Line Managers – Business Strategy, Commitment, Improvement Flexibility and Quality.
- International, Environmental, Ethical and Sustainability issues.

2. WEEKLY LECTURE SCHEDULE

1. Introduction – Human Capital Management
2. Achieving added value through people.
3. Managing Performance – the place of HRM

4. The Objectives of Performance Management
5. The Performance Management Cycle
6. Relevant macro-economic, fiscal and market factors and key influences on organisational performance
7. Using strategic planning and control models to plan and monitor organisational performance
8. Measuring Performance – Organisational and Individual
9. Strategic performance measurement techniques - evaluating and improving organisational performance
10. Reviewing Performance
11. Assignment Case study – group activity and feedback.
12. Assignment Proposal
13. Dealing with under-performance - HR and Line Managers.
14. Managing Reward –the link with performance
15. Job Evaluation, Pay structures, Reward Packages
16. Rewarding Special Groups / Incentives
17. Contingent Pay – Motivation and Performance
18. Managing and integrating Performance and Reward.
19. Evaluation: HR Management – future role in both Performance and Reward Management.
20. The future of the HR Management in relation to employee and organisational performance

Consolidation and Assignment Progress

3. RECOMMENDED READING AND RESOURCES

3.1 Essential

1. Baron A and Armstrong M (2007) *Human Capital Management* Kogan Page
2. Armstrong M. (2012) *Armstrong's Handbook of Human Resource Management Practice 12th Ed.* Kogan Page.

3.2 Recommended

1. Lasserre P (2012) *Global Strategic Management* Palgrave.
2. Pettinger R (2010) *Organisational Behaviour – Performance Management in Practice* Routledge.
3. Scullion H and Collings D G - Editors (2011) *Global Talent Management* Routledge

3.3 Background

1. Argyris, C. (1999) *On Organisational Learning*, London: Wiley Blackwell.
2. Armstrong, M. (2006) *Strategies for Human Resource Management: A Total Business Approach*, London: Kogan Page.
3. Beardwell, I. and Gold, J.,(2009) *Human Resource Development*, Basingstoke: Palgrave Macmillan.
4. Beardwell, I. and Holden, L. (2007) *Human Resource Management: A Contemporary Approach*, Harlow: FT Prentice Hall.
5. Bratton J and Gold J (2012) *Human Resource Management Theory and Practice 5th Ed* Palgrave.
6. Brown, A. (1998) *Organisational Culture*, Harlow: FT Prentice Hall,
7. Brown, D. (2001) *Reward Strategies*. CIPD
8. Burnes, B. (2004) *Managing Change*, Harlow: FT Prentice Hall,
9. Chivers, W. and Darling, P. (1999) *360 Degree Feedback and Organisational Culture* CIPD
10. Crosby, P. (1995) *Quality without Tears – The Art of Hassle Free Management*
11. Eckerson, W. (2005) *Performance Dashboards: Measuring, Monitoring, and Managing Your Business* John Wiley & Sons Inc
12. Fletcher, C. (1997) *Appraisal: Routes to Improved performance*. IPD
13. Fletcher C (2007) *Appraisal, Feedback and Development 4th Ed* Routledge.
14. Harrington, H. J. et al (1997) *Business Process Improvement Workbook: Documentation, Analysis, Design and Management of Business Process Improvement* McGraw-Hill Publishing Co.
15. Holbeche, L. *Aligning Human Resources and Business Strategy*, London: Butterworth Heinemann, 2001.
16. Harris, L., Watson, T. and Leopold, J. (2004) *The Strategy of Managing Human Resources*, FT Prentice Hall,

17. Maxey, J. et al. (2004) *The Lean Six Sigma Pocket Toolbook*. McGraw-Hill
18. Muselid, M., Becker, B. and Ulrich, D. (2001) *The HR Score Card: Linking People Strategy and Performance*. Boston: Harvard Business School Press.
19. Niven, P. R. (2003) *Balanced Scorecard Step-by-step for Government and Nonprofit Agencies* John Wiley & Sons Inc
20. Oakland, J. S. (2004) *TQM: Text with Cases* Leslie J. Porter Butterworth-Publishing Co.
21. Publishing Co.
22. Redman, T. (2001) *Performance Appraisal* CHRM Financial Times.
23. Scullion H and Collings D G (2011) *Global Talent Management* Routledge.
24. Taylor S (2011) *Contemporary Issues in HRM* CIPD Online Resources.
25. Torrington, H., Hall, L. and Taylor, S. (2009) *Fundamentals of Human Resource Management*, Prentice Hall.
26. Taylor, S. (2002) *People Resourcing*, Chartered Institute of Personnel Development.
27. Travers, M. (2007) *The New Bureaucracy*, The Policy Press, Bristol
28. Tricker, Ray (2005) *ISO 9001: 2000 for Small Businesses*. Butterworth-Heinemann
29. White G. and Druker J (2009) *Reward Management* 2nd Ed. Routledge
30. Whitmore, J. (2002) *Coaching For Performance: Growing People, Performance and Purpose*, London: Nicholas Brealey Publishing Ltd.
31. Wight, O. (2005) *The Oliver Wight Class A Checklist for Business Excellence* 6th Ed. Wiley.

3.4. Journals and Web sites will also be recommended.

4. ASSESSMENT

Assessment Component

Coursework 100% - written essay or report

Total word count – 4000 words or equivalent

Assignment

You are required to assess the changing nature of performance management within a global context and to evaluate the current application and practice regarding resourcing and performance management strategies within a

chosen organisation. You should consider making recommendations for meeting the requirements of change.

(The organisation chosen can be your workplace or another but must be agreed with your Lecturer / Supervisor of Studies).

5. ASSESSMENT CRITERIA

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 context and chosen organisation	30
Critical Explanation and Evaluation of the Performance Management and the HR role	30
Validity of conclusions and recommendations	10
Sound presentation in required essay format	10

Module Aims

To develop a critical and analytical understanding of the importance and nature of Performance Management.

To develop a critical and analytical understanding of the Human Resource Managers' role in developing, supporting and implementing the interconnected policies and practices designed to ensure continuous employee and organisation performance.

Learning Outcomes

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

1. Identify and critically analyse the Human Resource Management role and contribution to managing and improving employee and organisational performance.
2. Critically appreciate the practices available to support, improve and achieve competitive advantage and high performance.

Assignment: Assessment Criteria

Assessment Criteria	Learning Outcome(s)	% of Marks
Assignment	1 and 2	100%

Assignment Marking Guide

Guidance on grading criteria (how to earn a good mark)

- 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

3.3: *Managing People*

SBMA7106

MODULE CODE:	SBMA7106
TITLE:	Managing People
CREDITS:	20

1. MODULE INTRODUCTION / INFORMATION

This Human Resource Management Pathway Module seeks to develop a critical and analytical understanding of the complexity of the Human Resource in the context of the distinctive set of integrated employment policies, programmes and practices used in the workplace to improve employee capability and commitment and to achieve sustainable competitive advantage or superior public services.

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

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

The Module focuses upon

- HRM strategies, planning and approaches to the labour markets including recruitment, retention, turnover and dismissal.
- HRD strategies and approaches to employee development and diversity management.
- Managing Workforce Diversity – international, cultural, legislative and development aspects and the impact of HR practices and policies.
- Communication and Consultation, especially in relation to Employee Engagement, Employment Contracts and Employee Relations.
- Developing proactive HRM strategies to sustainable Health, Safety, Environmental and Wellness issues and risks.
- HRM and the contribution to continuous improvement and the quality gain.
- International, Environmental, Ethical and Sustainability issues.

2. WEEKLY LECTURE SCHEDULE

1. The Management Environment – globalised and international
 2. Managing the Human Resource
 3. Personnel Management
 4. Motivation and the modern workforce
 5. Managing a Diverse Workforce
 6. Recruitment and Selection – 1
 7. Recruitment and Selection – 2
 8. Employment legislation I – rights and duties
 9. Employment legislation II – employment contracts
 10. Reward Systems
 11. Assignment Proposal.
 12. Human Resource Development
 13. Talent Management
 14. Performance Appraisal
 15. Employment and Industrial Relations
 16. Negotiation and Conflict Reduction
 17. Grievances, Discipline and Termination of Employment
 18. Health and Safety at Work – work and life balance.
 19. Continuous Improvement and Quality
 20. The future of the HR function and of HR Management
- Consolidation and Assignment Progress

3. RECOMMENDED READING AND RESOURCES

3.1 Essential

1. Armstrong M. (2012) *Armstrong's Handbook of Human Resource Management Practice 12th Ed.* Kogan Page.
2. Kramer R and Sayed J (2012) *Human Resource Management in a Global Context - a critical approach* Palgrave.
3. Scullion H and Collings D G - Editors (2011) *Global Talent Management* Routledge

3.2 Recommended

1. Baron A and Armstrong M (2007) *Human Capital Management* Kogan Page
2. Pettinger R (2010) *Organisational Behaviour – Performance Management in Practice* Routledge

3.3 Background Reading

1. Cabrelli, D. (2008) *Employment Law*, Essex: Pearson Education Ltd.
2. Beardwell, I. and Gold, J., (2009) *Human Resource Development*, Basingstoke: Palgrave Macmillan.
3. Bratton J and Gold J (2012) *Human Resource Management Theory and Practice 5th Ed* Palgrave.
4. Beardwell, I. and Holden, L. (2007) *Human Resource Management: A Contemporary Approach*, Harlow: FT Prentice Hall.
5. Gordon, J. (2006) *Pfeiffer's classic Activities for Diversity Training*, London: John Wiley and Sons Ltd.
6. Greenhaus et alia (2010) *Career Management* 4th Ed. Sage.
8. Keep, E. "Towards the learning organisation?" in:
9. Bach, Stephen and Sisson, Keith (eds.) (2000), *Personnel Management: a Comprehensive Guide to Theory and Practice*, 3rd ed.
10. Kirton G and Greene A-M (2010) *The Dynamics of Managing Diversity* 3rd Ed Oxford.
11. Mabey C and Finch-Lees T (2008) *Leadership and Management Development* London – Sage.
12. Nairs J. (2008) *Employment Law for Business Students*, 3rd ed., Essex: Pearson Education Ltd
13. Storey, J. & Tate, W. "Management development" in: Bach, Stephen &
14. Sisson, K. (eds.) (2000), *Personnel Management: a Comprehensive Guide to Theory and Practice*, 3rd ed.
15. Stewart, J. (2003) 'Managing training and development' in: Towers, B (ed.) *The Handbook of Employment Relations Law and Practice*, 4th ed.
17. Taylor S (2011) *Contemporary Issues in HRM* CIPD Online Resources.
18. Torrington, H., Hall, L. and Taylor, S. (2009) *Fundamentals of Human Resource Management*, Prentice Hall.

3.4 Journals and Web sites will also be recommended.

4. ASSESSMENT

Assessment Component

Coursework 100% - written essay or report

Total word count – 4000 words or equivalent

Assignment

You are required to evaluate the contribution made by the Human Resource Management function within a particular work organisation in respect of staff recruitment, employee development and the maintenance of the well-being of a complex, diverse and multicultural workforce. You are encouraged to make recommendations for improvement.

(The organisation chosen can be your workplace or another but must be agreed with your Lecturer / Supervisor of Studies).

5. ASSESSMENT CRITERIA

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 context and chosen organisation	30
Critical Explanation and Evaluation of the HR function and role in relation to context	30
Validity of conclusions and recommendations	10
Sound presentation in required essay format	10

Module Aims

To develop a critical and analytical understanding of the complexity of the Human Resource in the context of the distinctive set of integrated employment policies, programmes and practices used in the workplace to improve employee capability and commitment and to achieve sustainable competitive advantage or superior public services.

Learning Outcomes

Upon the successful completion of this module, the student should be able to demonstrate the ability to:

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

Assignment: Assessment Criteria

Assessment Criteria	Learning Outcome(s)	% of Marks
Assignment	1 and 2	100%

Assignment Marking Guide

Guidance on grading criteria (how to earn a good mark)

- 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.

4. *ASSESSMENT SCHEDULE*

Term	Module Code	Module name	Assessment 1			Assessment 2		
			Weightage	Due	Submission Type	Weightage	Due	Submission Type
Term 2	SBMA7103	Strategic Management	100%	3 June 2013	Moodle			
	SBMA7107	Managing Performance	100%	5 June 2013	Moodle			
	SBMA7106	Managing People	100%	7 June 2013	Moodle			