



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



# **BMMB7025**

## **Managing People in Organisations**

### **Week 1 - Overview**

**Dr. Helen Lee**  
**Lecturer cum Director of  
Studies**  
**DHTM, MBA, MSC, B.A.**  
**(Hons), CHE, CHIA**



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*Trawsnewid Addysg; Trawsnewid Bywydau*  
*Transforming Education; Transforming Lives*

# Agenda

- Warm-up and Introduction
- Module set up and assignment run through
- What is HRM? History and context
- Perspectives and approaches
- The role of HRM

# What is the best way to call you ?

<https://uwtsd.display.vevox.com#/present/860018/XG6L2HJL9AC6JMJCQP7C>

uwtsd.vevox.com

Join at:  
**vevox.app**

ID:  
**167-919-118**



# Please use an emoji to describe your feeling

<https://uwtsd.display.vevox.com#/present/860018/XG6L2HJL9AC6JMJCQP7C>

Join at:  
**vevox.app**  
ID:  
**167-919-118**



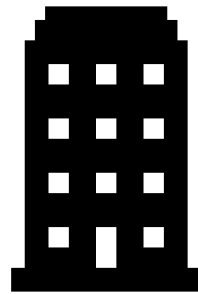
# Let me introduce myself.....



# Welcome on- board

Dr. Helen Lee

[h.lee@uwtsd.ac.uk](mailto:h.lee@uwtsd.ac.uk)

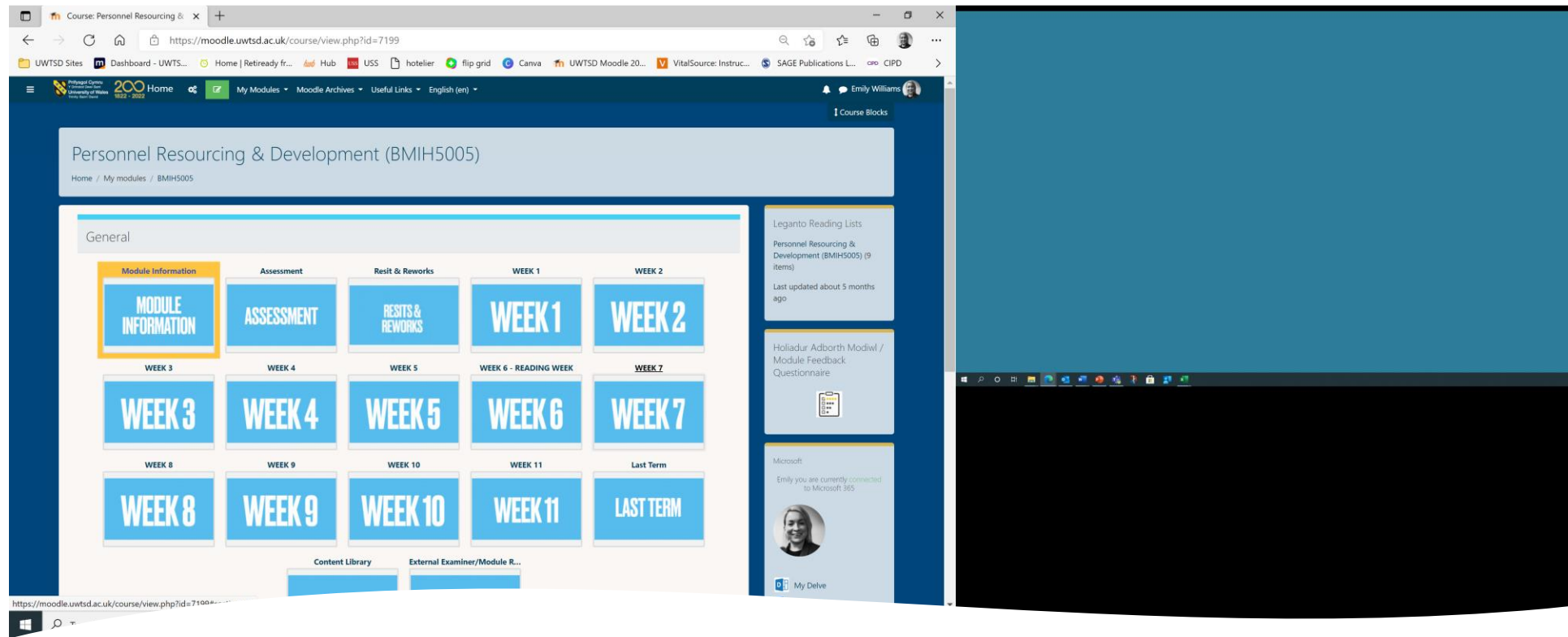


Your turn, please !

About your work  
experience! .....

<https://www.menti.com/alu7ts52c1me>





Moodle

- CAN YOU ACCESS IT?

15 mins



# Module Overview

## Aim

- Critically analyse and evaluate **theoretical and innovative approaches** to people management across a range of organisational sectors, while developing a professional understanding of sustainable competitive advantage through strategic talent management in the modern workplace

# Module Overview

## Objectives

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

- critically evaluate the potential and appropriateness of managing people through talent development strategies and methods with reference to relevant contextual factors for competitive advantage;
- demonstrate a critical understanding of advancement and emerging themes around the relationship between technology and human resource management;
- develop a critical and analytical understanding of contemporary practices and processes relating to human resource management.

# Module Overview - Schedule

| Week no. & W/C             | Lecture<br>Monday 13:00-16:00<br>IQ305                                                                                                                                                                                                                                                                   |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1<br>(26/1)                | Module set up and assignment run through: What is HRM?<br>History and context<br>Perspectives and approaches<br>The role of HRM                                                                                                                                                                          |
| 2<br>(2/2)                 | Strategic HRM<br>Organisational design and culture                                                                                                                                                                                                                                                       |
| 3<br>(9/2)                 | Emotional intelligence<br>Equality, diversity and equity                                                                                                                                                                                                                                                 |
| 4<br>(23/2)                | <b>Reading Week:</b><br>Review the assessment and start reading with these questions in mind:<br>- what do you think you know about HRM? What don't know you?<br>What are you most interested in? Where can you see your reading and learning helping you?<br>(Get 10 journals related to the questions) |
| 5<br>(2/3)                 | Recruitment, selection and onboarding<br>Employment law                                                                                                                                                                                                                                                  |
| 6<br>(9/3)                 | Managing employee relations<br>Employee voice                                                                                                                                                                                                                                                            |
| 7<br>(16/3)                | Performance management<br>Employee engagement                                                                                                                                                                                                                                                            |
| 8<br>(23/3)                | Assessment Preparation                                                                                                                                                                                                                                                                                   |
| 9<br>1 <sup>st</sup> March | Assignment 2 – Group Presentation                                                                                                                                                                                                                                                                        |
| 10 <sup>th</sup> March     | Assignment 1 – Written Report submission                                                                                                                                                                                                                                                                 |

# Assessments

## Assignment 1

- Report
- 2,500 words
- 50%
- Due: 27<sup>th</sup> March 2026

## Assignment 2

- Group Presentation
- 5 mins per student
- 50%
- Due: 26<sup>th</sup> March 2025

- Engage with CIPD and People Management
- Sign up to 'PM daily' -  
<https://www.peoplemanagement.co.uk/newsletter-signup#gref>
- Find the key journals – E.G. HRMJ/Journal of OB/Academy of Mgt/ILR Review/Work, Employment and Society/Employee Relations
  - Journals are a MUST reference
  - No journals = no pass on assignments



Before we  
begin...  
Any questions?

# Is people management important in organisations ? Why ?

Which country is the most happiest country  
in the world ?

# Level of happiness by country 2026

|                                                                                                   |                                                                                                    |                                                                                                    |
|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
|  Finland<br>7.74 |  Denmark<br>7.58 |                                                                                                    |
|  Iceland<br>7.53 |  Sweden<br>7.34  |  Israel<br>7.34 |

<https://worldpopulationreview.com/country-rankings/happiest-countries-in-the-world>

# Level of happiness by country 2026

Why does it matter ?

## Snapshot

- Happiness is measured using six categories including GDP per capita, social support, and healthy life expectancy, among others.
- Northern European countries dominate the top of the happiness rankings, reflecting strong social support systems and high standards of living.
- Finland is ranked as the happiest country in the world in 2024, with Denmark and Iceland following closely behind.

<https://worldpopulationreview.com/country-rankings/happiest-countries-in-the-world>

# Level of happiness at work



<https://www.menti.com/alu7ts52c1me>

The code **6267 3711**

# Sharing session

[From employees' perspective]

1. Please share ONE bad work experience. How did you overcome this pain-point ?

2. Please share ONE happy work experience.  
What was the implication(s) to you ?

In-class activity

Personnel Management

VS

HRM

What is/are the difference(s) ?

# What is HRM?

- 'A distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques' (Storey, 1995, p5)
- 'All those activities associated **with the management of employment relationships** in the firm' (Boxall, 2003, p1)
- 'How people are employed, managed and developed in organisations' (Armstrong, 2020, p3)



Have you ever engaged yourself in people supervision, coaching or management ?

# Personnel Management -> HRM

- Personnel management
- HRM
- Drivers
- So, personnel management no more?

# Perspectives on HRM



- Universalistic – the “best” practices in the business world
- Contingency – vertical fit
- Configurational - related to organisational performance - The structures, processes, relationships and boundaries through which an organisation operates.’

# Approaches to HRM

- **Hard** - strategic, quantitative aspects of managing human resources, as an economic factor in production
- **Soft** - Rooted in the Human Relations School. Emphasises communication, motivation and leadership (Storey, 1989).

# The Role of HRM

## Then:

- 'Dumping ground'/lack of legitimacy

## Now:

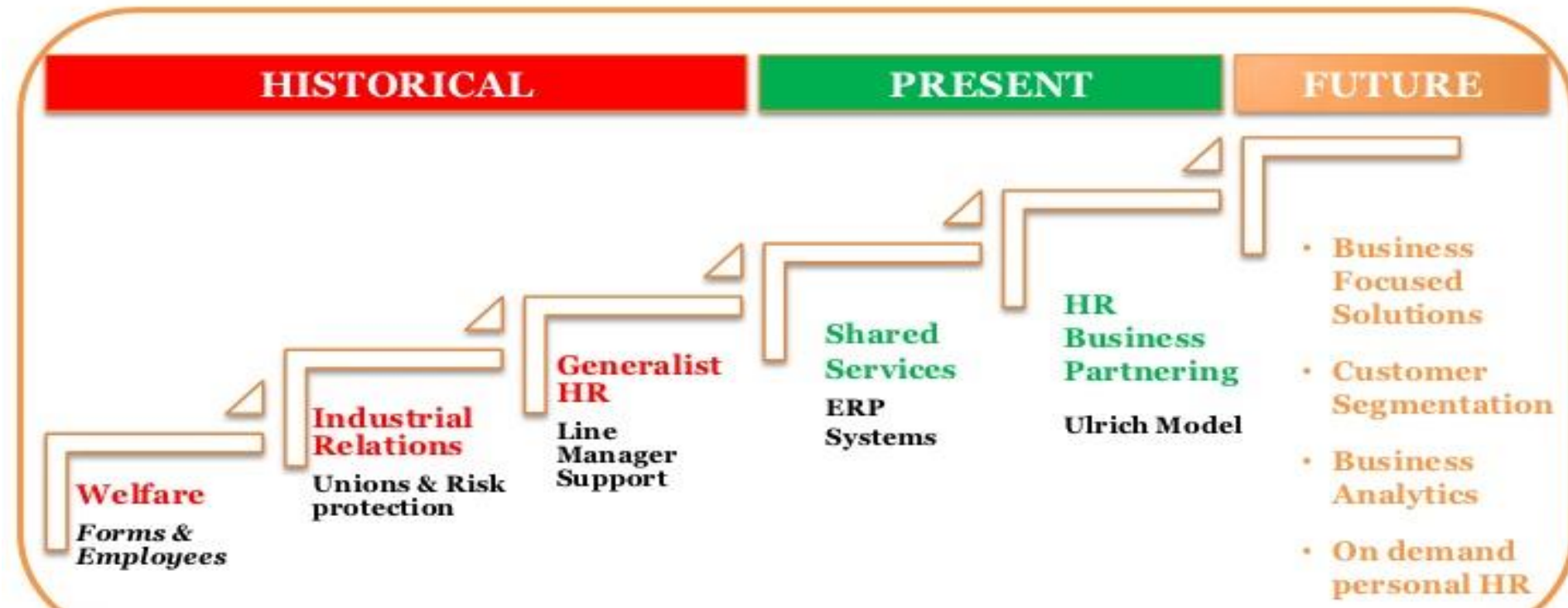
- Business partner model
- High-Performance Work Strategies
- Functional flexibility

- Developing HR practices
- Employment relations
- Change managers
- Learning organisations

## Future:

- That is a good question!
- Any thoughts?

# Evolution of Human Resources Management



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# HR Functions (2023)



- [12 Key Functions of Human Resources to Know in 2023 – AIHR](#)

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## Figure 1.1

Human Resource Management Practices



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## Table 1.1

### Responsibilities of HR Departments- Functions

Analysis and design of work

Recruitment and selection

Training and development

Performance management

Compensation and benefits

Employee relations/Labor relations

Employee data and information systems

Legal compliance

Support for business strategy

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# What is the future of HR?

# Future of HRM: Week 1 Reading



- HR Trends in 2030: The Future of Human Resource Management
- HR 2025: 7 Critical Strategies to Prepare for the Future of HR
- The changing face of HR
- Why We Love to Hate HR...and What HR Can Do About It

# Your reflections...

- What have you been thinking about?
- What have you noticed in your world about people?

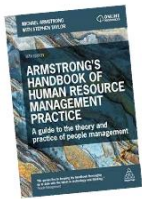
Campus MBA (FT/PT)

BMMB7025

Managing People In Organisations

Module Handbook

February-April 2024



Page 1 of 22

- Module information – pages 2 & 3
- Reading list – pages 3 & 4
- Journal and website links – page 5
- Scheme of work – page 6:  
**IMPORTANT!** Keep up to date with this
- Assessments (and additional guidance) – Pages 7 (A1) & 14 (A2)

# Q&A !

# Labour Market:

## Loose Labour Market

- High unemployment
- Skills readily available
- Demand for jobs outstrips supply
- Employer has increased bargaining power

## Tight Labour Market

- High employment levels
- Not enough people with specific skills
- Demand for people outstrips supply
- Employees have increased bargaining power

- What is it?
- Why are we seeing it?
- What is the business impact?
- What can HR do? You tell me...

# Labour Market

What is the employment rate in the U.K in 2024 Sep – Nov ?

74.8% Slightly decrease when compared that with previous months.

# Activity: The Great Resignation

**How are HR  
responding/should  
HR respond to the  
great resignation?**



# Future of HRM: Artificial Intelligence in the Workplace

- What is Artificial Intelligence (AI)?
- Are we ready for it?
- The Fourth Industrial Revolution or Industry 4.0
- Role of HR in preparing for this
- **Industry 5.0**

# AI in HRM

- Reduce human error and uncertainty
- Recruitment and selection
- Learning and Engagement
- Manage productivity predictably
- Resistance

- HR Trends in 2020: The Future of Human Resource Management
- HR 2025: 7 Critical Strategies to Prepare for the Future of HR
- The changing face of HR
- Why We Love to Hate HR...and What HR Can Do About It

# Summary

- Introductions
- Module set up and assignment run through
- What is HRM? History and context
- Perspectives and approaches
- The role of HRM

## In-class activity

1. Discuss the challenges of managing your teammates at work from perspectives of supervisor, manager or HR practitioner.
2. Please provide recommendations to the manager and the organisation. .

Group formation @ 3-4 pupils each



**Q&A**

# Way forward

- Assignment Brief