

Programme: Intermediate Diploma in Applied HR			Level of Study: 5		
Module: Understanding the Contemporary HR Function					
Lecturer: Deb Barrow			Assignment due date: 17th February 2020		
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Workshop Session	Date	Session content related to module standards: LO = Learning Outcome	GUIDED LEARNING - CLASS CENTRED (7 hours) Topics covered in class to aid learning	GUIDED LEARNING - HOME/WORK CENTRED (13 hours) Mandatory reading/tasks to aid learning. <i>NB: You will also need to undertake your own self-directed learning in order to build on your knowledge and complete your assessments (20 hours). Some recommended reading is also listed below.</i>	
4	4 th Dec 2019	LO1: Understand the purpose and key objectives of the HR function in contemporary organisations. LO2: Understand different models of delivering HR services.	Purpose and key objectives Going from Personnel to SHRM Managing change Ulrich model	Read Chapters 1 and 2 in Taylor & Woodhams, ‘Studying Human Resource Management’ (2016). The sample chapter at the end of this book, plus Chapters 1 and 9 of ‘Human Resource Management: People and Organisations’ will also help you to complete your assessment activity. Read some of the CIPD Factsheets on the HR Function: https://www.cipd.co.uk/knowledge/fundamentals/people/hr Read the CIPD Factsheet on Managing Change: https://www.cipd.co.uk/knowledge/strategy/change Read the IES paper on how HR can help organisations be more agile (change management) – See Moodle. <i>Consider how your HR department could help make your organisation more change-ready.</i> Watch the two videos on Moodle by David Ulrich. Recommended: Read the article by Ulrich and Dulebohn (2015) <i>Are we there yet? What’s next for HR?</i> (see Moodle). Read the short summary of how the Business Partner role has evolved (Ulrich, 2015) – see Moodle. Read this IES report which looks at the relevance of Ulrich’s model for the future: https://www.employment-studies.co.uk/system/files/resources/files/mp133.pdf	

		LO3: Understand the role of ethics in HR management and development.	HR and Ethics	Read the chapter on Moodle – ‘The Role of the HR Function in Changing Times’. Consider why your HR Function is structured the way it is – is it down to the sector and size of the organisation or some other factor? Could it be better structured? Recommended: Read the following CIPD report ‘Changing HR Operating Models’ (2015): https://www.cipd.co.uk/knowledge/strategy/hr/operating-models Read this short blog on HR and professionalism (HR and ethics): http://www2.cipd.co.uk/community/blogs/b/research-blog/archive/2017/01/30/what-do-we-stand-for-as-hr-professionals Listen to the following Podcast on Ethics (18 Minutes): https://www.cipd.co.uk/podcasts/ethics-leadership Consider how your HR department could encourage an ethical approach in the organisation.
		LO4: Understand how HR’s contribution to the organisation can be evaluated.	How HR can be evaluated HRM and Performance	Read how L&D can be evaluated: https://www.cipd.co.uk/knowledge/fundamentals/people/development/evaluating-learning-factsheet <i>If you don’t know already, find out how HR’s contribution to your organisation is evaluated. Is it through statistics? Key Performance Indicators? Balanced Scorecard?</i>

Mandatory reading (text books):

Taylor, S., & Woodhams, C. (2016). *Studying Human Resource Management* (2nd edn.). London: CIPD. Specifically chapters 1 and 2. The sample chapter is also useful for your assessment activity.

Marchington, Wilkinson, Donnelly and Kynighou (2016). *Human Resource Management at Work*. London: CIPD. Chapter 6 on the Role of the HR Function in Changing Times (chapter 14 on Examining the Links between HR Practices and Processes and Organisational Performance is also useful).

Recommended reading (text books):

Other chapters (for example chapter 7) in Marchington, Wilkinson, Donnelly and Kynighou (2016). *Human Resource Management at Work*. London: CIPD.

Other Sources of Information for Self-directed Learning (20 hours) – see Moodle for specific sources, plus:

www.cipd.co.uk

Harvard Business Review – Find lots of interesting articles about contemporary issues in business

People Management – you will get a subscription to this with your CIPD membership

Personnel Today. Available at: <http://www.personneltoday.com/>

HR Magazine. Available at <http://www.hrmagazine.co.uk>

UWTSD Library and Learning Resources. Available at: <http://www.uwtsd.ac.uk/library/>