

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

School of Business
Ysgol Busnes

Human Resource Management – Managing People SBMA7106

Summer 2013

SBMA7106 HRM – Managing People

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.

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

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Recommended Reading and Resources

Essential

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

Kramer R and Sayed J (2012) *Human Resource Management in a Global Context – a critical approach* Palgrave.

Scullion H and Collings D G - Editors (2011) *Global Talent Management* Routledge

Recommended

Baron A and Armstrong M (2007) *Human Capital Management* Kogan Page

Pettinger R (2010) *Organisational Behaviour – Performance Management in Practice* Routledge

Background Reading

Cabrelli, D. (2008) *Employment Law*, Essex: Pearson Education Ltd.

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

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

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.

Keep, E. "Towards the learning organisation?" in: Bach, Stephen and Sisson, Keith (eds.) (2000), *Personnel Management: a Comprehensive Guide to Theory and Practice*, 3rd ed.

Kirton G and Greene A-M (2010) *The Dynamics of Managing Diversity* 3rd Ed Oxford.

Mabey C and Finch-Lees T (2008) *Leadership and Management Development* London – Sage.

Nairs J. (2008) *Employment Law for Business Students*, 3rd ed., Essex: Pearson Education Ltd

Storey, J. & Tate, W. "Management development" in: Bach, Stephen & Sisson, K. (eds.) (2000), *Personnel Management: a Comprehensive Guide to Theory and Practice*, 3rd ed.

Stewart, J. 'Managing training and development' in: Towers, B (ed.) (2003) *The Handbook of Employment Relations Law and Practice*, 4th ed.

Taylor S (2011) *Contemporary Issues in HRM* CIPD Online Resources.

Torrington, H., Hall, L. and Taylor, S. (2009) *Fundamentals of Human Resource Management*, Prentice Hall.

Journals and Web sites will also be recommended.

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ASSESSMENT

Assessment Component

Coursework 100% - written essay or report

Total word count – 4000 words

Assignment

Critically evaluate the view that, in the face of increased international competition, a large profit-oriented organisation cannot function effectively without a Human Resources Department.

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 international 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

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ASSESSMENT CRITERIA

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 1 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.
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