

## MANAGING HUMAN RESOURCES

<b>Theme:</b>	Human Resource Management
<b>Assessment Weighting:</b>	50 % Coursework 50 % Examination

### INTRODUCTION

This module provides students with an in-depth understanding of the major human resource issues involved in managing a workforce in a business organisation. The study of this module is significant in that it builds on material covered in modules such as *Management and Marketing Principles* in Stage I and *Management and Organisational Behaviour* in Stage II of the programme.

The module explores the relationship between an organisation's strategy, its culture and its Human Resource Management policies and procedures.

### AIMS

The aims of this module are to:

- Give students an overview of the Human Resource Management function
- Help students understand the organisational implications of fully implementing a Human Resource Management Programme
- Introduce students to the different models of Human Resource Management integration with the organisation's strategy
- Help students understand the effect of culture and structure on Human Resource Management
- Ensure students have a substantial understanding of Human Resource Planning, Recruitment and Selection, Training and Developing and Reward Systems.

### LEARNING OUTCOMES

On successful completion of this module, students should be able to:

- Demonstrate an elaborated understanding of the theory, concepts and limitations of current Human Resource Management
- Discuss the key skills of Human Resource Management including recruitment and selection of staff, training and development of staff, performance management and reward management
- Evaluate the context, limits and possibilities of Human Resource Management from an international perspective
- Assess the role of Human Resource Management and Employee Relations within an organisation and its strategic fit with other departments

## **INDICATIVE MODULE CONTENT**

### **The Nature of Human Resource Management**

- Introduction
- History and development of Human Resource Management theory and models

### **The role of the Human Resources practitioner**

- The basic roles
- Gaining support and commitment
- Ethical considerations
- Conflict in the Human Resources contribution

### **Work and Employment**

- The nature of work
- The employment relationship
- The psychological contract

### **Organisational behaviour in Human Resources**

- Characteristics of people
- Motivation
- Organisational commitment and engagement
- Organisational culture

### **People resourcing**

- Human Resource Planning
- Recruitment and Selection

### **Procedural documentation**

- Employment contracts
- Employee handbook

### **Performance Management**

- Characteristics of Performance Management
- The process of Performance Management

### **Human Resource Development**

- Learning and development
- Training

### **Reward**

- Job evaluation
- Market rate analysis
- Financial and non financial rewards

## International Human Resource Management

- The cross cultural organization
- Recruitment and Selection in an international context
- Human Resource Management in an international context

## Employee Relations

- Overview of Employee Relations