MODULE DESCRIPTOR

TITLE	Human Resource Management in Context			
SI MODULE CODE	44-7840-00S			
CREDITS	15			
LEVEL	7			
JACS CODE	*N600*			
SUBJECT GROUP	Organisational Behaviour & HRM			
DEPARTMENT	Management			
MODULE LEADER	*Tony Bennett*			
NOTIONAL STUDY	Tutor-led	Tutor-directed	Self-directed	Total Hours
HOURS BY TYPE	25	25	100	150

MODULE AIM(S)

This module provides learners, first, with an understanding of the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. Second, the module examines how those leading organisations respond to these dynamic environmental contexts. Third, the module indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. They are also shaped by internal and external forces beyond their immediate control. In addition, students will gain a critical understanding of the contribution that various social sciences can make to the academic study of organising and managing work.

MODULE LEARNING OUTCOMES

By engaging successfully with this module a student will be able to;

1. Critically analyse and evaluate the managerial and business environment within which HR professionals work.

2. Critically analyse and evaluate the impact of local, national and global political, economic, social and technological changes that shape strategic HRM

3. Critically compare and contrast how organisational and HR strategies are shaped by and developed in response to internal and external environmental factors.

4. Assess in depth the importance of globalisation and international forces and how they shape and impact on organisational and HR strategies and HR practices.

5. Understand and critically assess the efficacy of modernist and post-modernist theoretical and practical analysis of organisational change

6. Critically assess the case for outsourcing HR functions

INDICATIVE CONTENT

- Understand, analyse and critically evaluate contemporary organisations and their principal environments.

- Understand, analyse and critically evaluate the managerial and business environment within which HR professionals work.

- Understand, analyse and critically evaluate how organisational and HR strategies are shaped by and developed in response to internal and external environmental factors.

- Understand, analyse and critically evaluate globalisation and international forces and how they shape and impact on organisational and HR strategies and HR practices.

- Critically comprehend and be able to apply key organisation concepts and models of culture, power and control

- Assess in depth the process of outsourcing HR functions to line managers and external organisation

LEARNING AND TEACHING METHODS

Students will be supported in their learning, to achieve the above outcomes, in the following ways;

- Through taught sessions which introduce the concepts, theories and research in the field of organisation theory and human resource management

- Tutor facilitated discussion on case study material (including DVDs and web-based material) to critically assess the changing nature or organisational structure and control

- Through the E-Learning platform (Blackboard) which provides research linked resources, opportunities for interaction and discussion via forums;

- By using student debates to critically discuss as a group key and challenging aspects of globalisation and strategic HRM

- By providing support and feedback at a number of points during the module to ensure students are maximising their learning through reflective practice

ASSESSMENT STRATEGY AND METHODS

This will be a time constrained summative assessment.

Task No.	TASK DESCRIPTION	SI Code		Word Count / Duration	In-module retrieval available
1	Exam	EX	60%	2 hours	N
2	Coursework	CW	40%	2000 words	N

Task Descriptions and SI Codes

ASSESSMENT CRITERIA

Assessment Criteria	40 - 49%
Critically analyse and evaluate the impact of local, national and global political, economic, social and technological changes that shape strategic HRM	Sufficient engagement with the analysis and evaluation on how local, national and global political, economic, social and technological changes impact on SHRM
Critically compare and contrast how organisation and HR strategies are shaped by and developed response to internal and external environmental factors.	Sufficient evidence from the research that compares and contrasts how internal / external factors impacts on SHRM
Assess in depth the importance of globalisation and international forces and how they shape and impact on organisational and HR strategies and HR practices.	Sufficient consideration given to the importance of globalisation and international for and how they shape and impact on organisational and HR strategies and HR practices.
Understand and critically assess the efficacy of modernist and post-modernist theoretical and practical analysis of organisational change	Sufficient evidence of a critique of the research into the efficacy of post modern theory.
Critically assess the case for outsourcing HR functions	Sufficient evidence of an assessment of the case for outsourcing HR.

FEEDBACK

Students will receive feedback on their performance in the following ways;

• Formative feedback is given throughout the modules in terms of quizzes and group discussion

LEARNING RESOURCES (INCLUDING READING LISTS)

Recommended core texts

Tony Watson's book - Organising and Managing Work, FT/Prentice Hall, 2nd ed, 2006.

Beardwell, J & Claydon, T – Human Resource Management, FT/Prentice Hall, 6th Ed 2010

Dave Ulrich - Human Resource Champions, Harvard Business School Press, 1997,

.**General Texts**

Bratton and Gold	Human Resource Management, theory and practice, 4th ed (2007)
Child, J.	Organization: Contemporary Principles and Practice, Blackwell, Oxford (2005)
Darwin, Johnson and McAuley	Developing Strategies for Change, Prentice-Hall, London. (2002)
Du Gay, P.	"In Praise of Bureaucracy", London: Sage. (2000)
D. Guest	"Personnel Management and HRM: can you tell the difference"? Personnel Management January, Vol. 21 NO.1
Handy, C.	The Empty Raincoat: Making Sense of the Future, Hutchinson, London. (1994)
Handy, C.	Myself and more important matters (Heinemann, London) (2006)
Hatch, M. J.	Organization Theory", Oxford University Press, 2nd ed (2007)

Jaffee,D.	Organization Theory: Tension and Change, London: McGraw-Hill. (2001)
Marchington, M., and Wilkinson, A.,	Human Resource Management at Work 4th ed (CIPD) (2009)
Redman, T. and A. Wilkinson	Contemporary Human Resource Management (Pearson, Harlow) (2009) 3rd ed
Ritzer, G.	The McDonaldization of Society, Pine Forge, London.5th ed (2007)
Storey, J.,	Human Resource Management , a critical text (Thomson) 3rd ed
Torrington, D., Hall, L., and Taylor, S.	Human Resource Management 7th ed (2008)
Thompson, P. and McHugh, D.	"Work Organizations: A Critical Introduction", MacMillan, 3rd ed (2002)
D. Winstanley & J. Woodall	Ethical Issues in HRM Macmillan 2000

SECTION 2 'MODEL A' MODULE (INFORMATION FOR STAFF ONLY)

MODULE DELIVERY AND ASSESSMENT MANAGEMENT INFORMATION

MODULE STATUS - INDICATE IF ANY CHANGES BEING MADE

NEW MODULE	Y
EXISTING MODULE - NO CHANGE	Y / N
Title Change	Y / N
Level Change	Y / N
Credit Change	Y / N
Assessment Pattern Change	Y / N
Change to Delivery Pattern	Y / N
Date the changes (or new module) will be implemented	**09/2011**

MODULE DELIVERY PATTERN - *If the course will have more than one intake, for example, September and January, please give details of the module start and end dates for each intake*

	Module Begins	Module Ends
Course Intake 1	09/2011	01/2012
Course Intake 2	DD/MM/YYYY	DD/MM/YYYY
Course Intake 3	DD/MM/YYYY	DD/MM/YYYY

Is timetabled contact time required for this module?	Y

Are any staff teaching on this module non-SHU employees?	N
If yes, please give details of the employer institution(s) below	
What proportion of the module is taught by these non-SHU staff, expressed as a percentage?	

MODULE ASSESSMENT INFORMATION

Does the Module (using Model A Assessment Pattern) Require Either*	
Overall Percentage Mark of 40%	Y
Overall Pass / Fail Grade	N

*NB: Choose one of the above – Model A module <u>cannot</u> include both percentage mark and pass/fail graded tasks

FINAL TASK

According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy)	Task No. 1

MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	N
Single Referral Package for All Referred Students	Y

*if YES complete table below

SINGLE REFERRAL PACKAGE DETAILS

Task No.	TASK DESCRIPTION	SI Code	Task Weighting %	Word Count / Duration
1	Examination	EX	100	3 hour

REVISIONS

Date	Reason
July 2012	Assessment Framework review