

## **MODULE DESCRIPTOR**

<b>TITLE</b>	<b>MANAGING PEOPLE</b>			
<b>SI MODULE CODE</b>	44-7980-00S			
<b>CREDITS</b>	15			
<b>LEVEL</b>	7			
<b>JACS CODE</b>	N600 - Human Resource Management			
<b>SUBJECT GROUP</b>	HOSPITALITY MANAGEMENT - SBS			
<b>DEPARTMENT</b>	Service Sector Management			
<b>MODULE LEADER</b>	Emma Martin			
<b>NOTIONAL STUDY HOURS BY TYPE</b>	Tutor-led	Tutor-directed	Self-directed	Total Hours
	12	24	114	150

## **MODULE AIM(S)**

1. investigate and understand the context of employment within your sector;
2. develop knowledge of different issues and aspects of Human Resource Management as it is practiced within your sector;
3. develop your awareness and skills in managing people;
4. develop the ability to learn independently and in cross cultural teams; and
5. build oral and written communication skill appropriate to Masters level study.

## **MODULE LEARNING OUTCOMES**

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

1. critically appraise and evaluate the employment environment/the role of HRM within your sector;
2. reflect on and critically evaluate own skills in managing people;
3. research and evaluate current trends and issues in managing people within your sector;
4. consider the responsibility of the line manager in managing people and their role in operational HR issues;
5. critically reflect upon group/team working and peer appraisal systems;
6. develop skills to enable effective cross cultural group work.

## **INDICATIVE CONTENT**

**These are examples of the content of the module**

- The context and environment of employment within the subject area for example: labour markets, migration, ethics, diversity, culture.
- The nature of human resource management and current trends/issues within the sector,
- The skills associated with managing people
- Operational issues relating to managing people: for example, recruitment and retention, performance management

## **LEARNING AND TEACHING METHODS**

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

The approach to teaching and learning on this module is varied. You will find this module a little different to the others on the course as it is not run along the lines of 'traditional' lecture and seminar format. There will be two hour sessions where everyone studying the module comes together. A variety of teaching methods will be used in these sessions including a limited amount of 'lecture style'

work. These sessions will be interactive in nature and sometimes include larger group exercises for which you will prepare in advance.

The module also incorporates 'Problem Based learning (PBL)' as a core approach to teaching where students will learn through 'doing' and through having to explore solutions to given tasks or issues.

Learner autonomy will be important. Students will be expected to prepare for class and make informed and considered contributions to discussion and debate. Students will also be required to contribute and fully engage in activities, role play and exercises.

### **ASSESSMENT STRATEGY AND METHODS**

The module will be assessed by course work. Working within a student group assessment one will be a presentation on current trends/topical issues within the area of managing people in the sector. Students on different routes will be encouraged to apply concepts and theoretical frameworks to their own industry sector and key issues discussed and presented will be dependant upon the nature of the industry. The second assessment will be individual and involve peer appraisal, a critique of group/team working and reflection on the student's skills in managing people.

<b>Task No.</b>	<b>Task Description</b>	<b>Task Type</b>	<b>Task Weighting %</b>	<b>Word Count / Duration</b>	<b>In-module retrieval available</b>
1	Group Seminar Task	Coursework	40	60 minutes	No
2	Individual Assignment	Coursework	60	2000 words	No

### **ASSESSMENT CRITERIA**

#### **Learning Outcome**

critically appraise and evaluate the employment environment/the role of HRM within your sector

reflect on and critically evaluate own skills in managing people

research and evaluate current trends and issues in managing people within your sector

consider the responsibility of the line manager in managing people and their role in operational HR issues

critically reflect upon group/team working and peer appraisal systems

develop skills to enable effective cross cultural group work

#### **Minimum Pass Criteria**

Able to identify and usefully explain key factors relating to the employment environment and show some understanding of them. Able to describe the role of HRM within sector with some explanation.

Demonstrate the capacity for reflection and the ability to assess own skills in managing people and identify resulting development needs.

Able to identify current trends and issues in managing people within sector and demonstrates some capacity to evaluate them.

Shows some proficiency in explaining the responsibility of the line manager in managing people and is capable of assessing the line managers role in operational HR issues

Demonstrate reasonable capacity to reflect upon group/team working and peer appraisal systems.

Shows some evidence of having acquired rudimentary and practical skills in effective cross cultural working

### **FEEDBACK**

#### **Students will receive feedback on their performance in the following ways**

Students will receive written summative feedback on the assessment task within the expected 4 week period as specified through the university assessment policy. Formative feedback will be offered and aligned to assessed work and key learning outcomes.

## **LEARNING RESOURCES (INCLUDING READING LISTS)**

### **Organisational Behaviour**

Berger, J. & Brownell, J. (2008). *Organisational Behaviour for the Hospitality Industry*. Pearson Education, London.

Brooks, L. (2006). *Organisational Behaviour: Individuals, Groups and Organisation*. Financial Times Prentice Hall, Harlow.

Luthans, F. (2008). *Organisational Behaviour*. McGraw-Hill, London.

### **Recruitment and Selection**

Billsberry, J. (2007). *Experiencing Recruitment and Selection*. Chister, John Wiley.

Dale, M. (2003). *Manager's guide to Recruitment and Selection*. Kogan Page, London.

Roberts, G. (2005). *Recruitment and Selection*, CIPD. London.

Searle, R.H. (2003). *Selection and Recruitment: A critical text*. Palgrave Macmillan, Basingstoke.

### **Training and Development**

Chartered Institute of Personal Development (CIPD) (2004). *Training and Development: A survey report*, IPD Publications. London.

Grugulis, I. (2007). *Skills, Training and Human Resource Development: a critical text*. Palgrave Macmillan, Basingstoke.

### **Appraisal**

Cadwell, C.M. (1994). *The Human Touch: Performance Appraisal*. AMI Publishing.

Hope, P. & T. Pickles (1995). *Performance Appraisal: A handbook for managers*. Russell House Publishing.

Wynne, B (1995). *Performance Appraisal: A practical guide to appraising the performance of employees*. Technical Communications.

### **Reward**

Armstrong, M. (2002). *Employee Reward*. CIPD Publishing, London.

Brown, D. & Armstrong, M. (1999). *Paying for Contribution: Real Performance-Related Pay Strategies*. Kogan Page, London.

Milkovich, G. & Newman, G. (2005). *Compensation*, McGraw-Hill Irwin. Boston.

Thorp, R. & Homan, G. (2000). *Strategic Reward Systems*, Financial Times. New York.

### **International Human Resource Management**

Briscoe, D., Schuler, R. & Clause, L. (2009). *International Human Resource Management: Policies and Practices for Multinational Enterprises*. Routledge, London.

Dowling, P.D., Festing, M. & Engle, A.D. (2008). *International Human Resource Management: Managing People in Multinational Context*. Thomas Cengage, London.

Marchington, M. & Wilkinson, A, (2005). *Human Resource Management at Work*, 3rd Edition. CIPD Publishing, London.

Mendenhall, M. E., Oddou, G.R. & Sathl S.K. (2007). *Readings and Cases in International Human Resource Management*. Routledge, London.

Muller-Camen, M., Coucher, R. & Leigh, S. (2008). *Human Resource Management: A Case Study Approach*. CIPD Publishing, London.

### **Key Journals**

Human Resource Management Journal

International Journal of Human Resource Management

International Studies of Management and Organisation

Journal of International Business Studies

People Management

Personnel Review

Work Employment and Society

**'MODEL A' MODULE CURRICULUM DATA**

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**ASSESSMENT STRATEGY AND METHODS**

<b>Task No.</b>	<b>Task Description</b>	<b>Task Type</b>	<b>Task Weighting %</b>	<b>Word Count / Duration</b>	<b>In-module retrieval available</b>
1	Group Seminar Task	Coursework	40	60 minutes	No
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**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	No
EXISTING MODULE - NO CHANGE	Yes
Title Change	No
Level Change	No
Credit Change	No
Assessment Pattern Change	No
Change to Delivery Pattern	No
Date the changes (or new module) will be implemented	n/a

**MODULE DELIVERY PATTERN**

<b>Module Begins</b>	<b>Module Ends</b>
12/Dec/2011	15/Apr/2012

<b>Is timetabled contact time required for this module?</b>	Yes
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<b>Are any staff teaching on this module non-SHU employees?</b>	
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**MODULE ASSESSMENT INFORMATION**

<b>Does the Module Require Either</b>	
<b>Overall Percentage Mark of 40%</b>	Yes
<b>Overall Pass / Fail Grade</b>	No

## 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. 2
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## MODULE REFERRAL STRATEGY

Task for Task (as shown for initial assessment strategy)	No
Single Referral Package for All Referred Students	Yes

## SINGLE REFERRAL PACKAGE DETAILS

Task No.	Task Description	SI Code	Task Weighting %	Word Count / Duration
1	Individual Essay	CW	100	4000