

MODULE SPECIFICATION FORM

Module Title: Managing Workforce Engagement & Commitment	Level: 6	Credit Value: 20
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Module code: BUS605 (if known)	Cost Centre: GAMG	JACS2 code: N600
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Semester(s) in which to be offered: 2	With effect from: September 2009
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Office use only: To be completed by AQSU:	Date approved: Sept 2009 Date revised: Sept 2013 Version no: 2
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Existing/New: Existing	Title of module being replaced (if any):
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Originating Academic Area: Management	Module Leader: Mike Green
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Module duration (contact hours/directed/directed private study): 60/60/80 hrs	Status: core/option/elective (identify programme where appropriate): Option
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Percentage taught by Subjects other than originating Subject (please name other Subjects): None

Programme(s) in which to be offered: BA (Hons) Business Management and IT BA (Hons) Business Management BA (Hons) Business Marketing BA (Hons) Business Accounting BEng(Hons) in Industrial Engineering	Pre-requisites per programme (between levels): None	Co-requisites per programme (within a level): None
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Module Aims: To provide students with an understanding of the strategic contribution of reward and employment

relations to organisational effectiveness.

Expected Learning Outcomes

At the end of this module, students should be able to understand, evaluate and explain:

Knowledge and Understanding

1. The context, role and function of reward strategies and policies in shaping organisation performance
2. How reward practices and processes can influence individual and organisational performance
3. The factors affecting effective performance in the workplace including the nature of conflict in work organizations, and the aims, structure and function of the parties and institutions involved in employment relations and of practices, processes and procedures at various levels
4. Strategies, policies and practices to overcome poor performance in a contemporary organisation.

Transferable/Key Skills and other attributes:

Self-management skills in terms of time, planning, self –starting and independent learning
Interpersonal skills of effective listening, negotiating, persuasion, considering alternative perspectives
Information gathering , evaluation and application
problem solving skills, such as identifying, formulating and solving business problems at a strategic level
Critical thinking, analysis and synthesis
Reflection
Research skills

Assessment: please indicate the type(s) of assessment (eg examination, oral, coursework, project) and the weighting of each (%). **Details of indicative assessment tasks must be included.**

Assessment 1: Assignment - Consideration of reward strategies & practices

Assessment 2: Assignment - Consideration of employment relations strategies & practices

Assessment	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count or equivalent if appropriate
Assessment One:	LO: 1 & 2	Assignment - Consideration of reward strategies & practices)	50%		2,500
Assessment Two:	LO: 3 & 4	Case Study analysis	50%		2,500

Learning and Teaching Strategies:

This is built on the learning and teaching strategy the School and adopts lectures for delivery of key concepts in the course, followed by activity based tutorials which encourage students to engage with concepts, to develop understanding in more depth, to develop skills and share learning with colleagues. Case studies, exercises, videos, activities and discussions and assessment workshops will be used as appropriate to involve students in appraisal of ideas and the application of theory in practical contexts. Formative support provided in assessment workshops provides discussion, guidance and feedback on assignment tasks and activities.

Private study is encouraged during which students may consolidate learning, undertake research for assessments and work with peers to complete group activities. The focus of study is on wider reading to develop and reinforce knowledge and understanding of the topics and material covered in lectures, preparation for tutorials and work towards assessments. It can also help students to develop time management skills, library skills and critical thinking. Power point slides are available via the VLE, as are a number of additional sources of support and information.

Indicative Syllabus outline:

Strategic management of issues affecting employee performance in a contemporary context:

Reward:

- The conceptual framework underlying an employee reward system and its component processes, and structures including key economic, psychological and social theories.
- The legal context; equal pay, minimum pay; rights derived from UK and EU law.
- Job evaluation; advantages and disadvantages in different contexts. .
- Pay and benefit surveys, the 'market rate'.
- Pay structures; their purpose and criteria for effectiveness; advantages and disadvantages of different types;
- Contingent pay; paying for performance, contribution or competencies
- Employee benefits; including pensions and flexible benefits.

Employment Relations:

- Power, conflict and engagement in the workplace
- Parties and institutions in the employment relationship
- Processes and procedures to manage performance and conflict
- Employee voice – collective and individual
- Outcomes - intended and unintended
- Negotiation, persuasion, compliance & discipline
- Contemporary and sectoral issues

Bibliography

Essential reading :

Perkins, S and White, G (2008) *Employee reward*, CIPD

OR

Wright A (2004) *Reward Management in Context CIPD*

Daniels, K (2006) *Employee Relations in an Organisational Context*, London: McGraw Hill

OR

Rollinson, D and Dundon, T (2007) *Understanding Employment Relations*, London: McGraw Hill

Other indicative reading:

Armstrong A & Brown D (2008) *Strategic Reward: Making It Happen*, Kogan Page

Armstrong M and Murlis H (2007) *Reward Management Rev 5 Edn*. Kogan Page
Beardwell, J and Claydon, T (2007) *Human Resource Management : A Contemporary Approach* (5 Edn) Harlow: Financial Times Prentice Hall
Blyton, P and Turnbull, P (2004) *The Dynamics of Employee Relations* (3rd Ed), Basingstoke: Palgrave Macmillan
Bratton, J and Gold, J (2007) *Human Resource Management*, Basingstoke: Palgrave Macmillan
Brown D (2001) *Reward Strategies CIPD*
Foot, M. and Hook, C (2008) *Introducing Human Resource Management* (5 ed) Harlow: Financial Times Prentice Hall
Gerhart B & Rynes S L (2003) *Compensation: Theory, Evidence & Strategic Implications*. Sage
Marchington, M. and Wilkinson, A. (2008) *Human Resource Management at Work* (4 Edn) : People Management and Development
Milkovich, G and Newman, J (2008) *Compensation*, McGraw-Hill/Irwin
Rynes, S and Gerhart, G (2000) *Compensation in organizations*, Jossey Bass
Torrington, D., Hall, L. and Taylor, S. (2008) *Human Resource Management* Harlow: Financial Times Prentice Hall
Torrington, D, Hall, L, Taylor, S and Atkinson, C. (2009) *Fundamentals of Human Resource Management* , Harlow: Financial Times Prentice Hall
White, G & Druker J (2008) *Reward Management: A Critical Text 2 Edn* Routledge
William, S and Adam-Smith, D (2006) *Contemporary Employment Relations*, Oxford: OUP

ACAS.org.uk
CIPD.co.uk
Xpert HR
BERR.gov.uk
TUC.org
People Management
www.peoplemanagement.co.uk
Personnel Today
Human Resource Management Journal
IRS Employment Trends