PRIFYSGOL glyndŵr UNIVERSITY

MODULE SPECIFICATION FORM

Module Title: Managing Employment Relations	Level: 7	Credit Value: 15

Module code: BUS7AF	Cost Centre: GAMG	JACS3 code: N215

Trimester(s) in which to be offered: 1	With effect from: Sept 2015

Office use only: To be completed by AQSU:	Date approved: August 2015 Date revised: - Version no: 1

Existing/New: New	Title of module being replaced (if any):	BUS742 Managing Employee Relations

Originating Academic School: Business	Module Leader: Carrie Foster

Module duration (total hours):	150	Status: core/option/elective (identify programme where appropriate):	Core
Scheduled learning & teaching hours	50		
Independent study hours	100		
Placement hours	0		

Programme(s) in which to be offered: MA Human Resource Management Programme	Pre-requisites per programme (between levels):

Module Aims: The purpose of this module is to develop a knowledge and understanding of the principles, including underpinning employment legislation, and practices of human resource management in the area of employee relations, in both unionised and non-unionised organisations.

Intended Learning Outcomes:

Knowledge and Understanding:

At the end of this module, students will be able to;
1. Critically evaluate different theories and perspectives on employment relations and the roles and functions of the different parties in the employment relationship.
2. Critically analyse the impact of external contexts in shaping employment relations climates; and the role, design and implementation of policies and procedures related to organisational risk, such as in the areas of discipline, grievance, dismissal and redundancy.
3. Explain and discuss the importance and integration of employment relations' processes and their impact on policy, practice and organisational outcomes such as performance and employee engagement.

Transferable/Key Skills and other attributes:

Students will be able to;
- Think critically and creatively: analysing, synthesising and critically appraising current and predicted changes in the relations between employer and employees.
- Exhibit personal effectiveness: critical awareness, self-reflection and self-management, sensitivity to diversity and ability to learn through reflection on practice and experience.
- Recognise and address ethical dilemmas and corporate social responsibility issues, applying ethical and organisational values to situations and choices.

This module maps against the CIPD module 7MER Managing Employment Relations

Assessment:

Assessment 1 - The main assessment will require the student to role-play a reconstruction of an employment relations situation, for example, negotiating redundancies with a works council. The aim is to provide a work-based scenario, which simulates the requirement for decision-making skills and developing the practitioner to consider option for maintaining healthy employment relations in the situation. Students will also be required to provide a reflection based on different theories and perspectives on the roles and functions of the different parties in the employment relationship.

Assessment 2 – The report will ask students to provide an account of an employment relations experience or activity in an organisation with which they are familiar and the impact of the context and the role, design and implementation of policies and procedures related to organisational risk

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting	Duration (if exam)	Word count (or equivalent if appropriate)
1	1 & 3	Simulation	60%		1,500
2	2	Report	40%		2,000

Learning and Teaching Strategies:

The teaching and learning strategy aims to produce professionals who are not only able to perform effectively in their present roles; but who have developed the skills, insight and confidence to develop and learn to mobilisation of their organisational workforce.

The teaching methods are designed as a blended learning programme, combining tutor moderated or led interactions with digital learning resources, access to self-study resources and networked and collaborative learning among students as part of the regions HR community.

The syllabus for the module will be delivered over a twelve week period (Trimester.) Both Distance Learning and Blended Learning Students will be provided with the same access to study materials through Glyndŵr University's Virtual Learning Environment, Moodle including; Panopto Digital Lectures, Online Subject Guides, Learning Resources, Library Resources, Residential Weekends and either online (Distance Learning Students) or Face-to-Face (Blended Learning Students) tutorials.

To achieve this 'thinking performer' approach the strategy is to focus on enhancing the learners knowledge and their capacity to be reflective on how employment relations practices can contribute to the sustainable competitive advantage of an organisation.

Owing to the eclectic range of perspectives on organisations, the impact of organisational context and consequent strategies for managing employment relations the learners are encouraged to take a collaborative approach to learning with peers from a wide range of backgrounds to enable them to benefit from their varied perspectives.

Therefore teaching and learning involves both the introduction of knowledge, concepts and issues by the tutor or student but also an evaluation of suitability and limitations of such ideas. These activities are intended to 'stretch' students by encouraging them to tolerate the complexity and ambiguity that must exist in real situations.

The range of teaching practices deployed includes: lectures, case studies, discussions and guided reading to allow for dissemination of knowledge which can be explored in a safe environment. Having a variety of ages, skills, experience and background means that the students learn to help themselves and each other, thus enhancing their collaborative and interpersonal skills. Similarly having to voice opinions and put their case helps to develop their presentational and persuasive skills, as do the assignments.

Students must be able to direct their own learning and develop their own learning strategies, the requirements for this is introduced at the induction and reinforced in all modules.

Syllabus outline:

This module provides students with;
- A comprehensive understanding of employment relations perspectives and debates, both national and international, from a theoretical and behavioural competency perspective.
- An ability to understand, analyse and evaluate competing theories and perspectives associated with managing employment relations strategies and their outcomes on organisational climate, employees and management.
- Opportunities to critically apply the activities, knowledge and behavioural competencies required for managing employment relations practices in union and non-union, small and large, private, public and indigenous and multinational organisations.
- The ability to review and critically evaluate the roles and functions of different stakeholders in employment relations and the structures and processes required to manage the employment relationship effectively.
- The ability to assess the impact of contextual changes on employment relations practices and organisational performance from a managerial perspective and gain insights into the creation and implementation of effective employment relations procedures and policies.

Indicative module content
1. Different theories and perspectives on employment relations. Employer and employee expectations; unitarism, pluralism and radical theories; legal, economic and psychological contract perspectives; power, authority and managerial legitimacy; voluntarism.
2. The impact of local, national and global contexts shaping employment relations climates. Organisational and external factors, including workforce diversity, ownership, size, technology, fragmented organisational hierarchies, globalisation and international and political developments; labour and product markets.
3. The roles and functions of the different parties to control and manage the employment relationship. Management and managerial functions of corporate governance; management styles and ideologies; union and non-union management strategies; employer groups and associations (at national and European levels); trade unions and other collective employee associations.
4. Employment relations processes that support organisational performance, including the design and implementation of policies and practices. Employee engagement; diversity management; employee communication, involvement and participation; negotiation and bargaining; conflict resolution; and change management and management control.
5. The design and implementation of policies and practices in the areas of discipline, grievance, dismissal and redundancy. Natural justice; differences between discipline and grievance; the contents of discipline and grievance policies; factors that influence effective discipline and grievance handling; legal aspects of discipline and grievance to mitigate organisational risk.
6. Employment relations' processes and how they impact on policy, practice and organisational outcomes. Performance and employee engagement, interconnections between employment relations processes; impact of employment relations processes on organisational climate, performance and employee engagement.

Bibliography:

Essential

Gennard, J. and Judge, G. (2010) *Managing Employment relations. (*5th edition). London: Chartered Institute of Personnel and Development.

Other indicative reading:

Aylott, E. (2014) *Employee Relations (HR Fundamentals)* London: Kogan Page
Armstrong, M. and Taylor, S. (2014) *Armstrong's Handbook of Human Resource Management Practice* (13th edition). London: Kogan Page
Bach, S. and Kessler, I. (2011) *The modernisation of the Public Services and Employee Relations: Targeted Change (Management, Work and Organisations)* London: Palgrave McMillan
Claridge, B. and Cooper, C. (2013) *Stress in the Spotlight: Managing and Coping with Stress in the Workplace.* Palgrave Macmillan
Cushway, B. (2014) *The Employer's Handbook 2014-15: An Essential Guide to Employment Law, Personnel Policies and Procedures.* (10th Edition). London: Kogan Page
Dibben, P. and Wood, G. (2011) *Employment Relations: A Critical and International Approach.* London: Chartered Institute of Personnel and Development
Dundon, T. and Rollinson, D. (2011) *Understanding Employment Relations.* (2nd Edition)*.* London: McGraw-Hill
Milne, S. (2014) *The Enemy Within: The Secret War Against the Miners – 30th Anniversary Edition.* Verso Books
Nayar, V. (2010) *Employees First, Customers Second: Turning Conventional Management Upside Down.* Harvard Business Review Press
Pickavance, N. (2014) *The Reconnected Leader: An Executive's Guide to Creating Responsible, Purposeful and Valuable Organisations*. London: Kogan Page
Rideout, H. (2014) *Employee Risk Management: How to Protect your Business Reputation and Reduce your Legal Liability.* London: Kogan Page
Truss, C., Alfes, K. Delbridge, R., Shantz, A. and Soane, E. (2013) *Employee Engagement in Theory and Practice.* London: Routledge
West, D. (2012) *Employee Engagement and The Failure of Leadership.* Createspace
Williams, S. (2014) *Introducing Employment Relations: A Critical Approach*. Oxford: Oxford University Press

Journals
Human Resource Management Journal
International Journal of Human Resource Management
People Management
Personnel Review
Work, Employment and Society

Websites
www.cipd.co.uk - Chartered Institute of Personnel and Development
www.employmentstudies.co.uk - Institute for Employment Studies
www.ilo.org - International Labour Organization
www.bis.gov.uk - Department of Business, Innovation and Skills
www.ons.gov.uk - Office for National Statistics
www.europa.eu/employment - European Union Employment and Social Affairs
www.managers.org.uk - Chartered Management Institute

www.tuc.org.uk - Trades Union Congress
www.independent.co.uk - Independent newspaper
www.telegraph.co.uk - Daily Telegraph newspaper
www.bbc.co.uk/news/ - BBC News website
www.cnn.com/BUSINESS - CNN Business News