

Module specification

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Module Code	BUS7F1
Module Title	Sustainable HRM
Level	7
Credit value	30
Faculty	Wrexham Business School
HECoS Code	100085
Cost Code	GABP
Pre-requisite module	NA

Programmes in which module to be offered

Programme title	Core/Optional/Standalone
MSc Human Resource Management	Core
MSc Human Resource Management with Advanced Practice	Core

Breakdown of module hours

Learning and teaching hours	30 hrs
Placement tutor support hours	0 hrs
Supervised learning hours e.g. practical classes, workshops	0 hrs
Project supervision hours	0 hrs
Active learning and teaching hours total	30 hrs
Placement hours	0 hrs
Guided independent study hours	270 hrs
Module duration (Total hours)	300 hrs

Module aims

This module aims to develop students' critical understanding of sustainable human resource management by enabling them to evaluate contemporary HRM theories, strategies, and practices through the lens of sustainability, ethics, and long-term organisational resilience. It equips students with the analytical and professional skills to examine the interconnections between organisational strategy, global sustainability agendas, employment markets, and socio-economic trends, and to assess their implications for workforce planning and people strategy. The module further aims to enhance students' ability to communicate complex, evidence-based HR strategies to diverse stakeholders and to justify strategic decisions using robust ethical reasoning and responsible leadership principles in support of sustainable value creation.

Module Learning Outcomes

At the end of this module, students will be able to:

1	Critically evaluate contemporary HRM theories, models, and practices through the lens of sustainability, ethics, and long-term organisational resilience.
2	Analyse the interconnections between different organisational strategies in the context of change management.
3	Assess the impact of employment markets, policy regulation and socio-economic trends on sustainable workforce planning and people strategy.
4	Using a systems thinking approach, communicate complex evidence based organisational strategies to stakeholders.
5	Evaluate alternative strategic options to justify robust ethical reasoning and sustainability principles through the lens of one's own responsible leadership knowledge and behaviours.

Assessment

Indicative Assessment Tasks:

This section outlines the type of assessment task the student will be expected to complete as part of the module. More details will be made available in the relevant academic year module handbook.

Assessment 1: Portfolio

Word count – 3,500 words

You will engage in a series of group and individual tasks, where you will apply a consultancy-style approach to a real-world sustainable HRM challenge, such as:

- **Group work.** You will research, analyse, interpret and diagnose a sustainable HRM challenge, and will present a case for change.
- **Student-led workshop.** you will facilitate a systems mapping workshop that considers organisational, HRM, and sustainability interdependencies, to design a
- **Individual work: self-evaluation.** You will take part in a peer-led evaluation of performance and professional capabilities following the workshop facilitation. From this, you will write an independent self-analysis how your practice aligns with professional standards.
- **Presentations.** You will present work at various points of the module evidencing applied learning and knowledge at each stage, ensuring critical knowledge embeds systems thinking and puts HRM at the centre of the transformational sustainability.
- **Reporting.** You will present concise summaries of any diagnosis, intervention and recommendations using power point slides, and will take part in a Q&A simulation with board members.

- **Reflections.** You will reflect on your contribution and learning at various points of the module.

Presentations, including poster presentations, written reports, and self-evaluations will make up the 3,500-word count.

Assessment number	Learning Outcomes to be met	Type of assessment	Duration/Word Count	Weighting (%)	Alternative assessment, if applicable
1	1, 2, 3, 4, 5	Portfolio	3,500	100%	N/A

Derogations

N/A

Learning and Teaching Strategies

The teaching and learning for this module will focus on a scaffold approach, and will include action learning sets, industry integration and applied workshops.

Students will learn through a variety of formats including lectures, seminars, tutorials, group work, focus groups, group, peer and individual work, facilitated learning (e.g. scale-up), as well as independent directed study. The university's Active Learning Framework (ALF) will be learner-centred and integral to this strategy, enhancing student engagement, participation and interaction. The ALF framework will focus on the construction of knowledge through activities, to develop thinking, problem-solving and collaboration.

This module will be delivered through block teaching, to deepen learning, focus, and knowledge retention. Integrated learning, including where possible simulation and the use of immersive learning spaces will underpin formative and summative assessment, and allow for integrative peer collaboration.

Modes of delivery will include on campus and blended, enabling greater flexibility for learning and engagement. As the summative assessment builds throughout the module, it will create opportunities to conceptualise learning, critical thinking, networking, and applied knowledge.

Welsh Elements

Every student has the right to submit written work or examinations in Welsh. All Welsh speaking students have the right to a Welsh speaking tutor. Elements of the Welsh language and culture will be embedded throughout the module where possible.

Indicative Syllabus Outline

1. Foundations of sustainable HRM
2. Systems thinking for people and strategy
3. Interdependencies between HRM, culture and resilience

4. Commercial, ethical, and environmental priorities
5. Sustainable workforce planning
6. Employment market trends and future skills
7. Green skills and workforce transitions
8. Sustainable culture and leadership
9. Ethical leadership
10. Analytics, data and AI
11. Policy design and frameworks
12. The future of work

Indicative Bibliography

Please note the essential reads and other indicative reading are subject to annual review and update.

Essential Reads:

Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2022), *Human Resource Management: Gaining a Competitive Advantage*. 13th ed. New York: McGraw Hill.

Other indicative reading:

Agarwal, A. and Kapoor, K. (2023), 'Analysis of Barriers in Green Human Resource Implementation for Enhancing Organizational Sustainability: A DEMATEL Approach', *Transnational Corporations Review*, Vol.15, No.2, pp. 103–117. DOI: 10.1016/j.tncr.2023.09.007.

Aust, I., Muller-Camen, M. and Poutsma, E. (2018), 'Sustainable HRM: A comparative and international perspective', in Brewster, C., Mayrhofer, W. and Farndale, E. (eds.), *Handbook of Research on Comparative Human Resource Management*. Cheltenham: Edward Elgar, pp.358–370.

Das Gupta, A. (2020), *Strategic Human Resource Management: Formulating and Implementing HR Strategies for a Competitive Advantage*. 1st ed. New York: Routledge.

Administrative Information

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