

<b>Module Code:</b>	BUS7B6
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<b>Module Title:</b>	HRM in Context
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<b>Level:</b>	7	<b>Credit Value:</b>	15
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<b>Cost Centre(s):</b>	GABP	<u>JACS3</u> code:	N600
		<u>HECoS</u> code:	100085

<b>Faculty</b>	SALS	<b>Module Leader:</b>	Emma Taylor
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Scheduled learning and teaching hours	15 hrs
Guided independent study	135hrs
Placement	0 hrs
<b>Module duration (total hours)</b>	150 hrs

<b>Programme(s) in which to be offered (not including exit awards)</b>	Core	Option
MBA	✓	<input type="checkbox"/>
MBA Human Resource Management	✓	<input type="checkbox"/>
MBA Marketing	✓	<input type="checkbox"/>

<b>Pre-requisites</b>
A first degree and appropriate work experience

**Office use only**

Initial approval: 30/01/2020  
 With effect from: 01/09/2020  
 Date and details of revision:

Version no: 1

Version no:

## Module Aims

To enable students to independently explore and develop their skills and knowledge as a HRM practitioner via contemporary and constructive debates, using information and understanding of HRM across the strategic and operational business environment and related management functions. The aim of this module is to increase credibility in the field of HRM and develop frameworks to support and underpin the evolving nature of work that will integrate with other HR strategies and functions, and support human capital and business performance.

To develop analytical techniques and judgements based on theoretical models and contextual trends that impact on reward management across strategic business functions.

## Intended Learning Outcomes

Key skills for employability

- KS1 Written, oral and media communication skills
- KS2 Leadership, team working and networking skills
- KS3 Opportunity, creativity and problem solving skills
- KS4 Information technology skills and digital literacy
- KS5 Information management skills
- KS6 Research skills
- KS7 Intercultural and sustainability skills
- KS8 Career management skills
- KS9 Learning to learn (managing personal and professional development, self-management)
- KS10 Numeracy

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

### Key Skills

At the end of this module, students will be able to		Key Skills	
1	Critically analyse an organisation, and its approach to human resource management decision making in supporting long-term business goals.	KS1	KS5
		KS3	KS6
		KS4	KS9
2	Discuss, evaluate and critically reflect the national and/or international market and competitive environments of organisations, and explain how organisational leaders interact with and respond to HR practitioners at operational and strategic level	KS1	KS5
		KS3	KS6
		KS4	KS9
3	Critically evaluate how organisational and HR strategies are shaped and developed in response to internal and external environmental (STEEPLED/global and competitive) factors.	KS1	KS5
		KS3	KS6
		KS4	KS9

**Transferable skills and other attributes**

Interpretation and presentation of data and findings. Prioritising, problem solving. Decision making

**Derogations**

*None*

**Assessment:**

Indicative Assessment Tasks:

Assessments (in 3 parts )

The assessment involves the development a business case for a HRM approach in an organisation with which the student is familiar, in response to environmental and competitive market factors, which are impacting the organisation business goals.

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration or Word count (or equivalent if appropriate)
1	1, 2	Background to Business Project	25%	550
2	1,2,3	Business analysis	25%	550
2	2, 3	Business Case	50%	1100

**Learning and Teaching Strategies:**

The learning and teaching strategy will consist of formal lectures to present theory, principles and practices which will form the foundation of the learning outcomes. Students will be encouraged to interact and contribute as a means of developing critical skills. Tutorials will be activity based using real world case studies and live examples to apply the theory into practice and develop their decision making and evaluating skills. In addition, students will be encouraged to undertake self-directed study and further research on selected topics to acquire additional perspectives which will provide them with a deeper understanding of the topics covered.

**Syllabus outline:**

The principal internal and external environmental contexts within which HR operates  
Management and business functions within a HR context  
Evolving nature of the working environment  
Leaders in organisations  
HR strategy  
HR frameworks

**Indicative Bibliography:****Essential reading**

Farnham, D. (2015) Human Resource Management in context: Insights, Strategy and Solutions. (4<sup>th</sup> Edition) London: Chartered Institute of Personnel and Development.

**Other indicative reading**

Kew, J. and Stredwick, J. (2016) Human Resource Management in a Business Context (3rd Edition). London: Chartered Institute of Personnel and Development.

Armstrong, M. and Taylor, S. (2017) Armstrong's Handbook of Human Resource Management Practice (14th Edition). London: Kogan Page

**Journals**

Human Resource Management Journal  
People Management - CIPD

