



Course information 2023-24

MN3211 Human Resource Management

General information

COURSE LEVEL: 6

CREDIT: 30

NOTIONAL STUDY TIME: 300 hours

Summary

This course is about Human Resource Management (HRM) which is comprised of the strategies, policies and practices which an organisation adopts to ensure its effective management of people who work in the organisation and contribute to its performance and competitive advantage. The subject of HRM encompasses the organisation's management of its employees throughout the "employment lifecycle", from recruitment and selection (which initiates the relationship between firm and the employee), through the ongoing management of the employee and employment relationship. This course introduces the key elements of HRM including: performance management and appraisal, engagement and involvement, training and development, diversity and inclusion and the management of pay, benefits and rewards. The subject of Human Resource Management is considered from both the organisational and employee perspective, consistent with most HRM textbooks. Contemporary issues in HRM and international HRM are explored.

Conditions

Prerequisite: If taken as part of a BSc degree, the following courses must be passed before this course may be attempted:

- MN1178 Business and management in a global context

Aims and objectives

The course is designed to:

- Introduce students to the key elements of Human Resource Management
- Introduce core theories and frameworks of HRM and examine implications of their use within organizations.
- Develop students' ability to analyse and critically evaluate HRM policies and practices

Learning outcomes

At the end of this course and having completed the essential reading and activities students should be able to:

- Describe the key components of HRM and discuss HRM frameworks and their expected influence in the organisation.

Please consult the current EMFSS Programme Regulations for further information on the availability of a course, where it can be placed on your programme's structure, and other important details.

- Use the knowledge of theories to describe the relationship between HRM and outcomes (individual and organisational) and evaluate their effectiveness.
- Discuss and critically evaluate the relationship between HRM and organisational performance
- Critically evaluate alternative perspectives on HRM and discuss contemporary issues.
- Comment upon the limitation of HRM and implications for HRM in practice.

Employability outcomes

Below are the three most relevant skill outcomes for students undertaking this course which can be conveyed to future prospective employers:

1. Communication
2. Leadership
3. Complex problem-solving

Essential reading

For full details please refer to the reading list.

Torrington, D., L. Hall, S. Taylor and C. Atkinson *Human Resource Management*. 11th ed. (Pearson 2020)

Assessment

This course is assessed by a three-hour and fifteen-minute closed-book written examination.

Syllabus

The syllabus is organised in such a way as to consider the core elements of Human Resource Management from both the organisational and the employee perspectives and considers contemporary issues in international HRM and in practice.

Core topics in this course include the following: Recruitment and selection; job design, compensation and rewards; engagement and employee voice; learning and performance management; employment relations; diversity and inclusion, leadership; HRM strategy and the role of the HR function; managing organisational change and consideration of contemporary issues in international HRM and applications of HRM in practice.

The syllabus examines current theoretical perspectives on HRM and HRM frameworks to explore the relationship between HRM practices and organisational and individual outcomes (including performance) in order to understand how HRM practices influence outcomes in practice.

The skills demonstrated by students are expected to go beyond knowledge and comprehension. As well as demonstrating that they know and understand the core elements of HRM and the theoretical HRM frameworks, policies, and practices presented in this course, students are expected to be able to explain the relationship between HRM practices and outcomes. The theoretical frameworks examined in this course provide the basis for analysing and evaluating whether HRM practices are more or less likely to achieve their expected outcomes. The potential limitations of HRM theory and frameworks in practice will also be considered.

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