COURSE OUTLINE

1. General specifications

Module Title: Human Resource Management	
Level: IADB	**Credits** 15

Overview of the module

This module covers the dynamic role of human resource management policies and practices in contemporary organisations and their contribution to organisation goals. It defines and critically examines the major philosophies, policies, procedures and practices related to the management of human resources.

2. Module Delivery

Suggested Learning Hours					
Lectures:	**Tutorials:**	**Seminar:**	**Laboratory:**	**Private study:**	**Total:**
24	12	-	-	114	150

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2. Module Delivery

CLASS SUBJECT
1 Overview of HRM: Introduction to the nature of HRM; link between business and HR strategy, role of HRM in strategy; scope of planning, analysing and forecasting needs.
2 Resourcing: Strategic aspects, analysing trends and labour markets, flexibility; contracts, consultants, outsourcing.
3 Recruitment and Selection: Vacancies, methods, advertising, evaluation, shortlisting; selection process, criteria, and methods, and decision-making.
4 Retention and Contracts: Turnover rates, analysis and costing, retention strategies; unfair, constructive, and wrongful dismissal, compensation, retirement.
5 Strategic and Organisational Performance: Influences and processes, high performance, HR policies, initiatives, evaluation; learning organisations, knowledge management and managing knowledge.
6 Individual and Team Performance: Performance management and appraisal, stages, 360 degree feedback; nature of teamwork, team types and effectiveness.

7 Leadership, Motivation, and Managing Absence: Leadership traits, styles, and behaviours, situational context, influence of motivation; process and causes of absence, managing attendance.
8 Development: Organisational strategy, labour market, training and development roles; competence(s) and behaviours; nature, methods, and evaluation for learning and development; career development and management.
9 Employee Relations: Trends, individual and collective perspectives; union recognition, law, and consultation; health, safety, and welfare, stress, occupational health.
10 Equality: The legal framework and discrimination; diversity and defined minority groups; Milgram experiments, discipline and grievance processes and procedures.
11 Pay and Incentives: Reward strategy, employee objectives, approaches and elements, equity; job evaluation structures and methods; incentive schemes and disadvantages; pensions and benefits.
12 Cross-functional issues: International and cultural differences, barriers to communication; ethical issues and dilemmas; work life balance practices and problems; Measuring HR, scorecards.

Indicative reading
 TEXT:
Torrington, D. And Hall, L. And Taylor, S. (2004) Human Resource Management 6th ed. FT Prentice Hall
ISBN-10: 0273687131
ISBN-13: 978-0273687139
Or
Torrington, D. And Hall, L. And Taylor, S. (2007) Human Resource Management 7th ed. FT Prentice Hall
ISBN-10: 0273710753
ISBN-13: 978-0273710752

3. Module Assessment

Module Learning Outcomes
On completion of this module the student should be able to:

Knowledge and understanding
 1. Discuss and explain the established principles and practices of HRM and their contribution to organisational goals and change.

Intellectual Skills:

1. Evaluate and asses the application of alternative policies, practices and techniques to real world HRM problems.
2. Apply a range of HRM policies, practices, and techniques in novel situations to develop alternative solutions to business problems.
3. Evaluate the impact of worker/management relationships and HRM policies in selected geographical regions of the world.

Assessment Methods:

Number, Type and Weighting of Element

100%: Final Assignment

*Admission to the final assessment is subject to completion of all coursework assigned by Esei tutor for each module.