MN5473 – SKILLS AND CHALLENGES FOR THE HR PROFESSIONAL

MODULE TYPE/SEMESTER: Core (20 credits), Semester 2

MODULE CO-ORDINATOR: Dr Giulia Giunti

CONTACT DETAILS: gg67@st-andrews.ac.uk
01334 461970

AIM:
The module will build on students’ existing knowledge of HRM theory and practice. It aims to integrate theoretical perspectives from diverse literatures with practical challenges experienced by HR professionals in different organisational contexts. While many of the subject areas will be familiar to students (e.g. performance, skills, work organisation, conflict), in this module there will be a particular focus on contexts (both organisational and occupational). Through the use of case study material, students will be encouraged to identify tensions within the various topic areas, and additionally to build their skills base by proposing and evaluating options for HR practitioners. The module will cover key challenges for HRM, in theory and in practice.

METHOD OF TEACHING AND LEARNING:
The module will be delivered by way of a series of 11 lectures, each focusing on a relevant topic in contemporary HRM. The lectures will be supported by a reading list comprising of theoretical and case study resources. In addition there will be a series of four ‘skills sessions’ where groups of students will tackle a pre-set problem and offer practical, resource-conscious solutions. An emphasis on interactive discussion, joint problem-solving, teamworking and communication between staff and students will feature in these sessions.

LEARNING OUTCOMES:
By the end of the module, students should be able to:

• Understand and differentiate different theoretical perspectives in the study of HRM;
• Critically evaluate a range of contemporary issues and challenges in the practice of HRM;
• Assess the role of context in particular functional areas of HRM;
• Develop the skills required to address particular challenges.
INDICATIVE TOPICS OUTLINE:

- Conceptual frameworks in HRM
- Financing HR initiatives
- HRM and Performance
- Teamworking and Technology
- Conflict and Misbehaviour
- Employee’s Well-being and Work-life Balance
- HRM in specific sectors: creative industries, knowledge economy
- HRM: challenges and future perspectives

ASSESSMENT

- Individual assignment: 2500 words (worth 30%)
- Group report: (worth 20%)
- 2-hour examination (worth 50%)

READING LIST

The following list is indicative rather than exhaustive. Key readings for each topic area will be given in the reading list. Students are also encouraged to read widely in each topic area from the list of relevant journals, cited in the Course Handbook and on Moodle.

Key Texts


Additional Texts


Useful websites:

CIPD, ILO: International Labour Organization, OECD

Course descriptions apply to the period of dual-mode delivery in the academic year 2020/21. Organisation of courses may be subject to change without notice.