MN5480 – MANAGING & DEVELOPING PEOPLE

MODULE TYPE/SEMESTER: Core (20 credits), Semester 1

MODULE CO-ORDINATOR: Dr Juliette Summers

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AIM:
This module introduces students to key concepts in managing and developing people and facilitates a critical understanding of these issues. Our focus will be on the changing nature of organisations, work and employment places, which places an emphasis on the need for fair and effective employment practices if employee commitment and engagement and a sense of mutuality is to be secured that is to the benefit of both the employer and the employee. This module will critically analyse the type of employment policies and practices necessary if such mutual outcomes are to be achieved. The module will critically appraise the claims that, for individuals, the benefits of effective management and development activities to which they are exposed are said to lie in enhanced employability, human capital and career management. For the organisation, performance management and improvement are often felt to be underpinned by processes that promote the type of continuous individual and organisational learning necessary in times of rapid change in the competitive environment. In assessing the reality of this “mutual gains” approach, students will critically evaluate the context, content, processes, outputs and outcomes of the above approaches to the management of human resources.

METHOD OF TEACHING AND LEARNING:
The module will be delivered in weekly blocks that will consist of lecturer-led presentation of content and facilitated small group discussion. For this module there are no separate tutorials as critical discussion is integral to the class session.

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

- Demonstrate understanding and critical appreciation of concepts, theories and arguments in HRM & HRD
- Reflect on and critique academic publications in HRM & HRD
- Identify, analyse and respond to current and likely future people management challenges that impact on organisations and their stakeholders in a variety of organisational settings.
• Evaluate and apply concepts learnt in class (e.g. people resourcing, retention of human resources, employee development, reward) to develop effective HR policies with sensitivity to context.

• Analyse interconnections between HRM/D practice and discourses of fair work

**INDICATIVE TOPIC OUTLINE:**

The module will cover a variety of critical issues that will encourage students to analyse, challenge, evaluate and research aspects of managing and developing people. Indicative topics comprise:

• **Week 1:** Welcome + Contextualising HRM
• **Week 2:** HRM and the employment relationship
• **Week 3:** Recruitment
• **Week 4:** Selection
• **Week 5:** Performance management
• **Week 6:** Independent Learning Week
• **Week 7:** Reward
• **Week 8:** Human Resource Development + Skills
• **Week 9:** Special topic in HRM
• **Week 10:** Work/Life Balance
• **Week 11:** Wellbeing, inclusion & Power

**ASSESSMENT**

There are three assessed elements for this module: an individual reflective essay (25%); a group HRM Portfolio (30%); and an individual critical essay (45%). In addition, you should refer to your Postgraduate Handbook for advice on how to reference work, penalties for late submissions, and situations where extensions may be granted.

**READING LIST**

**Text Books**


(Note to students: you are not required to buy these texts - all texts above are available from the library)
Key readings will be provided for each topic on Moodle and via the Library reading lists.

Useful Journals
- British Journal of Industrial Relations
- British Journal of Management
- Human Resource Management Journal
- Human Resource Management
- Harvard Business Review
- International Journal of Human Resource Management
- Industrial Relations Journal
- People Management
- Work, Employment & Society

Useful websites
- [http://www.cipd.co.uk/](http://www.cipd.co.uk/)
The CIPD is a major professional association for those working and teaching in all aspects of HRM/HRD. Look at the links on the CIPD’s website to learning, training and development.
- [https://www.investorsinpeople.com/](https://www.investorsinpeople.com/)
Investors in People (IIP) is a UK government-funded organisation that seeks to promote good HRM/HRD practice and shows how this underpins organizational success.
A UK government-funded organisation that helps to promote good HRM/HRD practice.

*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.*