MN5470 – MANAGING HUMAN RESOURCES

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

MODULE CO-ORDINATOR: Dr Alina Baluch

MODULE TUTOR: Mr Martin Dowling

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AIMS: This module reviews the key theoretical and practical aspects involved in managing human resources. The module content covers both the strategic and operational requirements necessary to secure, develop, reward and retain employees and to ensure their maximum contribution to organisational performance. Individual, organisational and contextual factors that influence the management of people are also considered. Throughout the module there is an emphasis on the analytical, critical and evaluative study of the subject.

METHOD OF TEACHING AND LEARNING:
One three-hour lecture/teaching session each week. Each session will combine an element of lecture, small group discussion, case study work, etc.

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

1. analyse the main factors involved in the effective management of people at work;
2. identify the legal and organisational factors in the environment that are likely to impact on the organisation’s management of people;
3. assess the individual and organisational factors that influence the strategic management and development of human resources and personal development plans (including the student’s own as a worked example);
4. analyse the main approaches to performance management within organisations;
5. explain the main dimensions of the employment relationship including aspects relating to the handling of grievances, disciplinary matters and dismissal;
6. apply operational and strategic measures to evaluate human resource policies and practices

INDICATIVE TOPIC OUTLINE: An outline of the lecture programme is indicated below.

Week 1: Introduction to Human Resource Management and Course Overview
Week 2: Strategic HRM and the Organisational Environment
Week 3: HR Planning and Recruitment (with guest speaker Malcolm Stout)
Week 4: Selection
Week 5: Employee Rewards and Motivation
**Week 6:** Performance Management  
**Week 7:** Job Design (with guest speaker Jeff Hyman)  
**Week 8:** Employee Relations and Employment Management Processes  
**Week 9:** Employee Development  
**Week 10:** Current Issues in HRM  
**Week 11:** Revision Session (with guest speaker Jane Harte)  
**Week 12 and 13:** Revision Period  
**Week 14 and 15:** Exam Period

**ASSESSMENT:**
- *Coursework One*: Individual essay of 2000 words (maximum); to be submitted to the Postgraduate Office, Level 3, Gateway Building and an e-copy posted via MMS. Details of the essay topic will be provided in due course. This essay is worth 30% of the assessment for the module. Individual essay, maximum 2000 words (excluding references). Assessment Weight = 30%
- *Coursework Two*: A group case study report that consists of 4 written assignments (900 words per assignment, excluding references and figures); to be submitted to the Postgraduate Office, Level 3, Gateway Building and an e-copy posted via MMS. Additional details and deadline information will be provided in each session. This group report is worth 20% of the assessment for the module.
- *Two hour examination* in the semester one examination period. The examination is worth 50% of the assessment for the module. Unseen examination, TWO hours. Assessment Weight = 50%

**READING LIST:**


**Key Texts**


Other associated reading (e.g. journal articles) will also be provided and the texts below may be used as a source of further reading:

**Other Texts**


