MN5480 – MANAGING AND DEVELOPING PEOPLE

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

MODULE CO-ORDINATOR AND TUTOR: Dr Andrew R Timming, Reader in Management

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AIMS: The changing nature of organisations, work and employment 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. Four key areas will form the bedrock for this analysis: employee resourcing; employee reward; employee relations; and employee development. The inter-relationships between these four policy and practice areas will be explored and the ways in which they collectively are managed to secure continuous learning and development of people associated with the organisation will be investigated and assessed. 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.

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

1. analyse the interconnections of contemporary strategy, the process of strategic management and debates about HRM and HRD.
2. identify factors that impact upon employee engagement and the notion of mutuality in the employment relationship.
3. develop and evaluate the strategies that underpin the resourcing, management, flexible deployment and retention of human resources.
4. analyse the core processes and functions involved in the management of people and change initiatives relating to them: employee resourcing, employee development; employee reward and employee relations.
5. assess the requirements necessary to manage employee exit fairly and ethically.
6. analyse the main approaches that underpin the evaluation and outcomes of HRM and HRD in a variety of organisational settings.
KEY MODULE TEXTS:


LECTURE PROGRAMME:

**Week 1: Introduction to Managing and Developing People**  
Tutor: Dr Andrew R Timming

**Week 2: Job Analysis**  
Tutor: Dr Andrew R Timming

**Week 3: HR Planning and Recruitment**  
Tutor: Dr Andrew R Timming

**Week 4: Employee Selection**  
Tutor: Dr Andrew R Timming

**Week 5: The Aesthetics of Employee Selection**  
Tutor: Dr Andrew Timming

**Week 6: Reading Week**  
NO CLASS

**Week 7: Performance Management**  
Tutor: Dr Andrew Timming

**Week 8: Training and Development**  
Tutor: Dr Andrew R Timming
**Week 9: Compensation Management**  
Tutor: Dr Andrew Timming

**Week 10: Special Topics in HRM**  
Tutor: Dr Andrew R Timming

**Week 11: Revision Session**  
Tutor: Dr Andrew R Timming

**ASSESSMENT**

1) Individual essay, maximum 2000 words (excluding references).  
Assessment Weight = 25%

2) Group HRM portfolio  
Assessment Weight = 25%

2) Final examination, TWO hours.  
Assessment Weight = 50%