Module Specification

HRM in the business environment

Version: 2024-25, v2.0, 05 Mar 2024

Contents

Part 1: Information

Module title: HRM in the business environment

Module code: UMPDT9-15-M

Level: Level 7

For implementation from: 2024-25

UWE credit rating: 15

ECTS credit rating: 7.5

College: College of Business and Law

School: CBL Bristol Business School

Partner institutions: None

Field: Human Resource Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: In order to be effective, human resource management needs to be deeply embedded in the business environment of the organisation. This module explores how human resources contribute to the organisation's business strategy that both reacts to external influences in the environment and identifies future changes that provide opportunities for advantage in an extremely competitive world. It provides a wider understanding of the context in which business decisions are

taken and the major influences on those decisions, critically analysing the role of HR professionals in these processes.

Features: Not applicable

Educational aims: To understand how organisational and HR strategies are shaped by and developed in response to internal and external environmental factors.

To equip students with the knowledge and skills that will enable them to understand, design and implement HR strategies within an organisational context, including multinational companies.

To allow students to develop and apply theoretical knowledge and problem-solving skills in the investigation and analysis of aspects of human resource management practices, from a domestic as well as a global business context perspective.

To equip students with an understanding of how stakeholder perceptions' of HR's status and professional legitimacy can impact on practice.

To introduce students to the notion and practice of self-directed learning to enable them to investigate HRM in the business environment in depth, from a critical perspective.

Outline syllabus: Key concepts in business strategy

Environmental, industry and competitive analysis

Defining and analysing strategic capability/competitive advantage

HR and its status as a profession

The use of people data by HR professionals

Devising and implementing HRM strategy

Quantitative and qualitative approaches to measuring HR's contribution at the level of individual organisations.

The external environment - economic, political, technological, social, and institutional influences

The transformation of structures and processes of social regulation in the world of work, employment and HR, in particular on the transnational level.

The growing internationalisation of economic activity, markets, and organisation of production, alongside the existing institutional architecture to manage and govern it.

Part 3: Teaching and learning methods

Teaching and learning methods: Teaching comprises a combination of formal lectures with a variety of participative activities, including case studies, problem-solving activities and group discussion. The module's participative ethos attributes equal value to the contribution of tutors and students in exploring, evaluating and creating theory, and in applying knowledge to the organisational context. This approach promotes the ability to define, obtain, analyse and evaluate information quickly and rigorously, and communicate conclusions and recommendations to team colleagues and professional audiences.

Students will need to carry out reading (of set texts, and other preparatory material including case studies) before class, and their learning will be enhanced by group discussion before, during and after formal classes.

The study skills web page provides support and guidance in a range of areas, and specific guidance will be provided by tutors on sources of information for students' work, including web- and library-based sources. This is in addition to support provided in other modules of the programme.

This module is supported by Blackboard, where students will be able to find all necessary module documentation, including detailed session outlines, instructions for preparatory reading, assessment instructions and guidance on further reading.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Analyse systematically the relationship between business strategy and Human Resource Management

MO2 Critically examine the roles played by HRM professionals and the role of data in the delivery, measurement and evaluation of HRM's contribution.

MO3 Draw critically on theory to analyse and evaluate strategy and the strategic process within particular organisations

MO4 Evaluate opportunities and constraints for HR in light of contextual factors and international, national, sectoral, and local influences on employment policy and practice.

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 114 hours

Face-to-face learning = 36 hours

Total = 150

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link https://rl.talis.com/3/uwe/lists/3D65D379-C3F9-B35E-E79D-5E98A62E8802.html?lang=en-GB&login=1

Part 4: Assessment

Assessment strategy: The assessment requires students to review theory and knowledge in the context of case-study based analysis, whether in the form of written case studies or students' own employing organisation.

Formative assessment occurs throughout the module in tutors' commentary on students' contributions as individuals or in groups.

Summative assessment takes place at the end of the module, in the form of one piece of written coursework (3000 words) which requires case analysis in the light of relevant literature. This assessment will enable students to demonstrate that they have achieved the learning outcomes, and covered the syllabus.

Assessment tasks:

Written Assignment (First Sit)

Description: The assessment will consist of a 3,000 word written assignment, applying the theories and concepts covered in class to their own organisation/case study.

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Written Assignment (Resit)

Description: The assessment will consist of a 3,000 word written assignment, applying the theories and concepts covered in class to a case organisation.

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Human Resource Management [Frenchay] MSc 2024-25

Human Resource Management [Frenchay] MSc 2024-25

Human Resource Management [Frenchay] MSc 2023-24