Module Specification

Strategy and Human Resource Management

Version: 2022-23, v3.0, 28 Apr 2022

Contents

Part 1: Information

Module title: Strategy and Human Resource Management

Module code: UMPDJC-30-3

Level: Level 6

For implementation from: 2022-23

UWE credit rating: 30

ECTS credit rating: 15

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Frenchay Campus

Field: Strategy and International Business

Module type: Standard

Pre-requisites: Managing People (Accounting, Economics and Finance) 2022-23, Managing People (Business, International and Management) 2022-23, Managing People (Marketing, Enterprise and Tourism) 2022-23

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: This module explores how strategic human resource management supports long-term business goals and outcomes within organizations. Using a range of case studies and other materials, the module will examine the evolving nature of work and how HR strategies, such as reward or performance, are

integrated into the overall business strategy.

Pre-requisites: students must have taken one out of UMPD78-30-2-Managing People (Business, International and Management) or UMPD79-30-2-Managing People (Accounting, Economics and Finance) or UMPD7D-30-2 -Managing People (Marketing, Enterprise and Tourism).

Features: Not applicable

Educational aims: See Learning Outcomes.

Outline syllabus: Topics covered include:

The Theory and Practice of HR

Changing Contexts of Organizations

Models of Strategic Human Resource Management

The HR Casual chain

Human Resource Roles: How HR is Delivered

HR as an Agent of Cultural Change

Changing Technologies and E-HRM

The Role of Line Managers

Diagnostics and HR Planning

Strategic Recruitment and Selection

Strategic Performance Management

Investigative Skills and Influencing Behaviour

Strategic Reward Management

Human Resource Metrics and Measurements

Contemporary Issues in Strategic HRM

Professionalism in HRM

Self-Management, Self-Awareness and Personal Change

Ethics and Sustainability in HRM

Part 3: Teaching and learning methods

Teaching and learning methods: Module delivery is based on 3 hours of scheduled learning and teaching activities per teaching week. This contact time will be divided between lectures and workshops.

Workshops will provide opportunities for in-class preparation for assessment and formative feedback, as well for the delivery of skills sessions.

In addition, students will work with a live organization to analyse HR strategy and to put into place recommendations for the organization. Thus, time will be built into the delivery pattern, through the use of external visits, project coaching, drop-in support sessions, to facilitate support for this case which forms the basis of Assessment Component A.

This pattern of delivery will be supported by electronic means, including an online discussion forum and extensive use of VLE.

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

MO1 Analyse and apply the major principles which underpin the concept of strategic HRM

MO2 Evaluate the contribution that strategic HRM can make to the achievement of organisational effectiveness by applying data sets and theory to the organisational context

MO3 Contextualise factors shaping strategic HRM, e.g. the external, legal, and economic contexts, and developments in technology and e-HRM

MO4 Evaluate the delivery of HR objectives in different organisations, including performance outcomes and impact on stakeholders

MO5 Create a client-focused set of recommendations on an HRM issue, which demonstrates knowledge of the organisational context and its stakeholders, and how the client organisation should operationalise the changes specified

MO6 Integrate ethical considerations in the delivery of strategic HRM

MO7 Demonstrate a proactive approach to developing your professional knowledge, skills and experience

Hours to be allocated: 300

Contact hours:

Independent study/self-guided study = 228 hours

Face-to-face learning = 72 hours

Total = 300

Reading list: The reading list for this module can be accessed at readinglists.uwe.ac.uk via the following link https://uwe.rl.talis.com/index.html

Part 4: Assessment

Assessment strategy: There are two components to the assessment for this module.

Component A (40%): Group Project Tender (40%)

Students will tender for 'live issue' projects in organisations, work will then be undertaken with the client organisations to refine the project brief and expected outcomes. Students will gather data as appropriate and present their findings and recommendations. This   group activity will focus in on identifying and delivering an analysis and proposed solutions to organisational HR issues.

The submission is in the form of a presentation slide deck of max. 10 slides plus accompanying notes.

Component B (60%): (individual)

Element 1: Essay on the contribution of Strategic HRM (45%)

This will address the contribution of strategic HRM to the achievement of performance, the application of theory to practice and require students to analyse and interpret HR data.

Element 2: Professional Development Portfolio (15%)

This meets the learning outcomes of the module around becoming a reflective practitioner and enables students to reflect on the practical skills gained throughout the module, such as negotiating and having difficult conversations.

Assessment components:

Written Assignment - Component B (First Sit)

Description: Individual essay (3000 words maximum)

Weighting: 45 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5, MO6

Presentation - Component A (First Sit)

Description: Project tender (Group) Presentation submitted online via Blackboard. Max 10 slides plus notes.

Weighting: 40 %

Final assessment: No

Group work: Yes

Learning outcomes tested: MO1, MO2, MO3, MO6

Portfolio - Component B (First Sit)

Description: Professional Development Portfolio (1500 words maximum)

Weighting: 15 %

Final assessment: No

Group work: No

Learning outcomes tested: MO7

Case Study - Component A (Resit)

Description: Individual case study evaluation (1500 words) - based on the original live briefs

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested:

Written Assignment - Component B (Resit)

Description: Individual essay (3000 words)

Weighting: 45 %

Final assessment: Yes

Group work: No

Learning outcomes tested:

Portfolio - Component B (Resit)

Description: Professional Development Portfolio (1500 words maximum)

Weighting: 15 %

Final assessment: No

Group work: No

Learning outcomes tested:

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business and Human Resource Management {Top-Up} [Sep][FT][INTUNI][1yr] BA (Hons) 2022-23

Business and Human Resource Management {Top-Up} [Sep][FT][FR][1yr] BA (Hons) 2022-23

Business and Human Resource Management {Top-Up} [Frenchay] BA (Hons) 2022-23