Module Specification

Human Resource Management in a Strategic Context

Version: 2023-24, v2.0, 22 May 2023

Contents

Part 1: Information

Module title: Human Resource Management in a Strategic Context

Module code: UMPCNU-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Not in use for Modules

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: Not applicable

Features: Not applicable

Educational aims: In addition to the Learning Outcomes, the educational experience may explore, develop, and practise but not formally assess the following:

Independent learning, group work and skills associated with discussion and debate

Personal organisation and study skills

Outline syllabus: The external context of HRM:

The economic context: Key economic concepts and contemporary theories of employment in a national and international context.

Politics, law, and the social regulation of employment.

Labour market theory and employment trends.

Gender, the household, and paid employment: an elusive search for worklife balance?

The strategic context of HRM:

Key concepts in strategic management: Competing perspectives on the strategy process.

Environmental and industry analysis: The strategic positioning of organisations.

Defining, diagnosing and building strategic capability.

Strategic purpose and culture: Stakeholder perspectives and the issue of governance.

The internal context of HRM:

Historical, ethical and contemporary stakeholder perspectives on the HRM profession.

Defining and delivering HRM: Trends in the roles and organization of the HRM department.

Devising and implementing HRM strategy: HRM's link with corporate strategy.

Making a difference? Managing and measuring the contribution of HRM to organizational goals.

Part 3: Teaching and learning methods

Teaching and learning methods: Teaching Strategy:

Classes offer a combination of formal lectures with a variety of participative activities, including case studies, role play, self-diagnostic exercises, 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 and academic audiences in a range of formats.

Learning Methods:

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.

Blackboard:

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 Demonstrate critical insight into prevailing and emerging patterns and ideologies of work and employment

MO2 Identify international, national, sectoral and local influences on employment policy and practice

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

MO4 Analyse systematically the relationship between organisational strategy and human resource management

MO5 Demonstrate critical understanding of the roles played by HRM professionals, trends in the delivery of HRM, measurement and evaluation of its contribution, and ethical 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://uwe.rl.talis.com/modules/umpcnu-15-m.html

Part 4: Assessment

Assessment strategy: As this module encourages students to engage critically and in some depth with a wide range of literature, and to assess the implications of this literature for professional practice in an organisational setting, assessment is also intended to develop and assess these approaches to learning and its implementation. All 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. Assessment involves presentation of work in a variety of formats, including eg formal literature review, essay and case analysis.

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, and has two tasks. Task A is an online test with a 24 hour window for completion, with a guideline duration of one hour. Task B is submitted as coursework (2000 words). Both require case analysis in the light of

relevant literature. Together these assessments will enable students to demonstrate that they have achieved the learning outcomes, and covered the syllabus. Task A, the test under controlled conditions, will also ensure the authenticity of students' work.

Specific assessment criteria for both tasks will be published in the module handbook/outline each year.

Assessment components:

Examination (Online) (First Sit)

Description: Online test with 24 hour window (1000 words equivalent)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO4, MO5

Written Assignment (First Sit)

Description: Assignment (strategic context) (1000 words)

Weighting: 30 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3

Written Assignment (First Sit)

Description: Assignment (external context) (1000 words)

Weighting: 30 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3

Examination (Online) (Resit)

Description: Online test with 24 hour window (1000 words equivalent)

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO4, MO5

Written Assignment (Resit)

Description: Assignment (strategic context) (1000 words)

Weighting: 30 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3

Written Assignment (Resit)

Description: Assignment (external context) (1000 words)

Weighting: 30 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO2, MO3

Part 5: Contributes towards

This module contributes towards the following programmes of study: