

## COURSE SPECIFICATION DOCUMENT

<b>Academic School / Department:</b>	Business
<b>Programme:</b>	Business Management with Combined Studies
<b>FHEQ Level:</b>	5
<b>Course Title:</b>	Human Resource Management
<b>Course Code:</b>	MGT 5410
<b>Course Leader:</b>	Sabine Spangenberg
<b>Student Engagement Hours:</b>	120 (standard 3- credit BA course)
Lectures:	30
Seminar / Tutorials:	15
Independent / Guided Learning:	75
<b>Semester:</b>	Spring
<b>Credits:</b>	12 UK CATS credits 6 ECTS credits 3 US credits

### **Course Description:**

This course combines elements of different disciplines ranging from industrial relations, social psychology, personnel management, motivation, recruitment and selection, leadership, communication, manpower planning, aspects of training and development and related processes. It is appropriate for students seeking to follow a career in Human Resource Management or in other areas of functional management.

### **Prerequisites:**

**MGT 5400**

### **Aims and Objectives:**

The objective of the course is to provide the student with an understanding of the role and function of Human Resource Management within the organization and the contribution it makes to effective performance both at the micro and macro level. The focus will be placed on understanding practical HR functions and their relevance for HR strategy for effective corporate performance through ensuring the effective performance of people within the organization.

Successful completion of the course will provide the student with the ability to perform a basic HR Planning, job analysis, design a recruitment procedure and understand the contribution of

training and development for effective individual performance. The importance of understanding Employment Law will be emphasized throughout the course. Developing HR strategy and skilled personnel for organizations to be able to meet the challenges of a global economic environment will form a key element of the course.

### **Programme Outcomes:**

A1, A3, A4, A5

B1-B4,

C1, C2

D1, D4, D5

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text.

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:

<http://www.richmond.ac.uk/content/academic-schools/academic-registry/program-and-course-specifications.aspx>

### **Learning Outcomes:**

By the end of this course, successful students should be able to:

#### **Knowledge and**

#### **Understanding**

- Critically analyse and evaluate HRM concepts
- Understand the context within which Human Resource Management is practiced
- Recognize the importance of taking a Strategic Human Resource management approach to the management of people within organizations

#### **Cognitive Skills**

- Critically evaluate contemporary HRM theories and emerging trends
- Critically evaluate legislation and its impact on HRM policy
- Critically analyse the significance of the HRM function and its influence on organisational performance.

#### **Practical and/or Professional Skills**

- Be able to evaluate the variables which impact on HRM effectiveness i.e. legal, cultural and environmental
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Be able to apply HRM theories to practice  
Understand how HRM factors influence  
performance

**Key Skills**

- Be able to evaluate statements in terms of evidence
- Be able to communicate effectively both verbally and in writing in relation to the topic

**Indicative Content:**

- Understand the ideas behind HRM practice and decision making
- To be able to define and explain HRM processes and how they impede or facilitate the effective performance of the organization.
- Define and explain the various HR functions and how each contributes to the effective management and development of organizational performance.

**Assessment:**

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Board and located at: <http://www.richmond.ac.uk/admitted-students/>

**Teaching Methodology:**

There will be a combination of lectures and seminars. Lectures will offer an overview of the key theories and concepts, alongside with a critical perspective. Seminars will be the occasion for students to engage with the subject matter.

**Indicative Text(s):**

Bratton, J. and Gold, J. (2017). *Human resource management*. 1st ed. London: Palgrave Macmillan.

Carbery, R. and Cross, C. (2016). *Organisational behaviour*. London: Palgrave.

Clegg, P., Pitsis, T., Kornberger, M. and Clegg, S. (2016). *Managing and organizations: An introduction to theory and practice*. 4th ed. Thousand Oaks, CA: SAGE Publications.

Group of Thirty. (2015). *Banking Conduct and Culture: A Call for Sustained and Comprehensive Reform*. Washington DC: Group of Thirty.

Taylor, S. and Emir, A. (2015). *Employment law*. 1st ed. Oxford: Oxford University Press.

**Journals**

Beth, J. and Rock, D. (2015). Why More and More Companies are Ditching Performance Ratings. *Harvard Business Review*, pp.2-4.

Juul Andersen, T. and Minbaeva, D. (2013). The Role of Human Resource Management in Strategy Making. *Human Resource Management*, 52(5), pp.809-827.

Ulrich, D. (1998). A New Mandate For Human Resource. *Harvard Business Review*, 76(1), pp.124-134.

Ulrich, D., Younger, J., Brockbank, W. and Ulrich, M. (2013). The State of the HR Profession. *Human Resource Management*, 52(3), pp.457-471.

Zhang, T., Shiobo, X., Wang, H. and Xin, K. (2011). Culture Clash in the Boardroom. *Harvard Business Review*, 89(9), pp.129-133.

#### **Web Sites**

Deloitte United Kingdom. (2017). *2017 Global Human Capital Trends | Deloitte | Human capital trends*. [online] Available at: <https://www2.deloitte.com/uk/en/pages/human-capital/articles/introduction-human-capital-trends.html> [Accessed 9 May 2017].

McKinsey & Company. (2017). *Ahead of the curve: The future of performance management*. [online] Available at: <http://www.mckinsey.com/business-functions/organization/our-insights/ahead-of-the-curve-the-future-of-performance-management> [Accessed 9 May 2017].

See syllabus for complete reading list

#### **Change Log for this CSD:**

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Academic Registry
Updated Reading List	May 2017	
