

IB362-12 Managing Human Resources

20/21

Department

Warwick Business School

Level

Undergraduate Level 3

Module leader

Juan Lopez-Cotarelo

Credit value

12

Module duration

10 weeks

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

N/A.

[Module web page](#)

Module aims

This module aims to introduce students to different processes and practices involved in managing people at work. It seeks to develop a critical understanding of a range of conceptual, theoretical and practical issues. We will explore and evaluate different approaches to managing people, considering different contexts and stages of the employment cycle. It will be of value to students seeking managerial positions and, more generally, to those interested in analysing the management of people at work

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Topics that we will explore in the module include:

What is HRM?

From 'Personnel Management' to 'Strategic HRM'

Recruitment & Selection

Performance Management

Pay and Reward

Learning & Development

Equality, Diversity & Inclusion

Employee Voice

Employee Vice: Discipline & Dismissal

Learning outcomes

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

- Understand issues, approaches and debates in a number of the key "people management" areas.
- Be able to critically question different models and approaches.
- Be able to handle material in an analytical rather than merely descriptive way and evaluate and marshal evidence to present a well argued case.
- In addition, through group work and regular class contributions, students should develop their team working, communication and presentational skills.
- Problem solving.
- Analysing a case.
- Critical Thinking.

Indicative reading list

The core text for the module is: Beardwell, J & Thompson A (2014) Human Resource Management: A Contemporary Approach (7th edition). Harlow: Pearson.

In addition, the following texts are recommended:

Armstrong M (2012) Armstrong's Handbook of Human Resource management Practice. 12th edition.

Bach S and Edwards M R (2013) Managing Human Resources. 5th edition. London: Wiley.

Bratton J and Gold J (2012) Human Resource Management: Theory & Practice. Basingstoke: Palgrave Macmillan.

Carbery R and Cross C (2013) Human Resource Management: A Concise Introduction. Basingstoke: Palgrave Macmillan.

Marchington M and Wilkinson A (2012) Human Resource Management at Work. 5th edition. London: CIPD.

Edwards M R and Bach S (2013), Managing Human Resources. 5th Edition. London: Wiley.

Redman T and Wilkinson A (2013) Contemporary Human Resource Management. 4th edition. Harlow: Pearson Education Ltd.

Storey J (2007) Human Resource Management: A Critical Text. 3rd edition. London: Thomson.

Townley B (1994) Reframing Human Resource Management: Power, Ethics and the Subject at Work. London: Sage.

Legge K (2005) Human Resource Management: Rhetorics & Realities. Anniversary edition. Basingstoke: Palgrave Macmillan.

Weekly readings will include relevant academic journal articles, such as:

Beer M, Boselie P and Brewster C (2015) 'Back to the Future: Implications for the Field of HRM of the Multistakeholder Perspective Proposed 30 Years Ago', *Human Resource Management*, 54 (3): 427-438.

Huang X (2008) 'Guanxi Networks and Job Searches in China's Emerging Labour Market: a Qualitative Investigation', *Work, Employment & Society*, 22 (3): 467-484.

Biron M, Farndale E & Paauwe J (2011) Performance management effectiveness: Lessons from world-leading firms,

International Journal of Human Resource Management, 22 (6): 1294-1311.

Ashley, L (2010) 'Making a Difference? The Use (and Abuse) of Diversity Management at the UKs Elite Law Firms', *WES*, 24(4): 711-727.

Subject specific skills

Able to execute, analyse and evaluate actions taken by HR professionals to deal with a range of issues, including:

- Learning needs analysis
- Recruitment & selection (interviews and assessment centres)
- Discipline and dismissal

Transferable skills

Able to analyse a case relating to HRM and propose relevant and feasible solutions.

Able to interpret HRM data.

Able to defend a particular perspective on managing people.

Able to critically evaluate arguments about the management of people at work, including complex academic arguments, models and perspectives (e.g. critical readings of 'power').

Study

Study time

Type	Required
Lectures	20 sessions of 1 hour (17%)
Seminars	9 sessions of 1 hour (8%)
Private study	38 hours (32%)
Assessment	53 hours (44%)
Total	120 hours

Private study description

Private Study.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A2

	Weighting	Study time
Written Assignment (2500 words)	90%	
Participation	10%	

Assessment group R1

	Weighting	Study time
Individual Assignment	100%	

Feedback on assessment

Feedback via My.WBS.

Availability

Courses

This module is Optional for:

- Year 3 of UESA-HN11 BSc Engineering and Business Studies
- UIBA-MN34 Law and Business Four Year (Qualifying Degree)
 - Year 3 of MN34 Law and Business Studies Four Year (Qualifying Degree)
 - Year 4 of MN34 Law and Business Studies Four Year (Qualifying Degree)
- Year 3 of UIBA-N211 Undergraduate Information Systems Management and Innovation
- Year 4 of UIBA-N214 Undergraduate Information Systems Management and Innovation (with Intercalated Year)
- Year 4 of UIBA-N140 Undergraduate International Business
- Year 4 of UIBA-N1R1 Undergraduate International Business with French
- Year 4 of UIBA-N1R2 Undergraduate International Business with German
- Year 4 of UIBA-N1R3 Undergraduate International Business with Italian
- Year 4 of UIBA-N1R4 Undergraduate International Business with Spanish

- Year 3 of UIBA-MN31 Undergraduate Law and Business Studies
- UIBA-MN32 Undergraduate Law and Business Studies
 - Year 3 of MN32 Law and Business Studies (Four-Year)
 - Year 4 of MN32 Law and Business Studies (Four-Year)
- UIBA-MN37 Undergraduate Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 4 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 5 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
- UIBA-MN35 Undergraduate Law and Business Studies with Intercalated Year (3+1)
 - Year 3 of MN35 Law and Business Studies with Intercalated Year (3+1)
 - Year 4 of MN35 Law and Business Studies with Intercalated Year (3+1)
- UIBA-MN36 Undergraduate Law and Business Studies with Intercalated Year (4+1)
 - Year 4 of MN36 Law and Business Studies with Intercalated Year (4+1)
 - Year 5 of MN36 Law and Business Studies with Intercalated Year (4+1)
- Year 3 of UMAA-G1NC Undergraduate Mathematics and Business Studies
- Year 4 of UMAA-G1N2 Undergraduate Mathematics and Business Studies (with Intercalated Year)
- Year 3 of UPXA-F3N1 Undergraduate Physics and Business Studies

This module is Option list A for:

- UIBA-N203 BSc in International Management
 - Year 4 of N203 International Management
 - Year 4 of N203 International Management
- Year 3 of UIBA-N201 BSc in Management
- Year 4 of UIBA-N202 BSc in Management (with Intercalated Year/UPP)
- Year 4 of UPXA-F3ND Undergraduate Physics and Business Studies (with Intercalated Year)

This module is Option list B for:

- UIBA-N201 BSc in Management
 - Year 3 of N230 Management with Finance
 - Year 3 of N250 Management with Marketing
- UIBA-N202 BSc in Management (with Intercalated Year/UPP)
 - Year 4 of N231 Management with Finance (with Intercalated Year)
 - Year 4 of N251 Management with Marketing (with Intercalated Year)
- Year 3 of UIBA-NN35 Undergraduate Accounting and Finance
- UIBA-NN36 Undergraduate Accounting and Finance (with Intercalated Year/Undergraduate Partnership Programme)
 - Year 4 of NN36 Accounting and Finance (Intercalated)
 - Year 4 of NN37 Accounting and Finance (Undergraduate Partnership Programme)
- Year 4 of USTA-Y603 Undergraduate Mathematics, Operational Research, Statistics, Economics (with Intercalated Year)