IB362-15 Managing Human Resources

20/21

Department
Warwick Business School
Level
Undergraduate Level 3
Module leader
Juan Lopez-Cotarelo
Credit value
15
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 marshall 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 (74%)
Practical classes	6 sessions of 1 hour (22%)
Other activity	1 hour (4%)
Total	27 hours

Private study description

Private Study.

Other activity description

1x hour Camtasia videos. These are recorded as 6 x 10 minute video podcasts and accessible via my.wbs from the outset of the course. Subjects covered in the podcasts included the three cross-curricular themes (control and commitment; rhetoric and reality; the role of the HR function); how to read journal articles and take notes; and critical HRM (a topic students sometimes find difficult to follow in class). Students can access these podcasts either before or after lectures in order to deepen learning and to extend the learning environment beyond the confines of the classroom. 2 videos have already been recorded with the support of Dot Powell and Laura Craddock in e-learning. 4 further videos to be recorded in Term 3 - support for developing these has been discussed with elearning. In addition to the above, an FAQs section is included on the my.wbs module page for IB3620 and student questions are submitted and updated on a weekly basis. This facilitates consistency of information and prevents students from repeatedly asking the same questions (e.g. about accessing module readings) on an individual basis.

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 A3

	Weighting	Study time
Written Assignment (3000 words)	90%	
Participation	10%	

Assessment group R

	Weighting	Study time
Individual Assignment	100%	

Feedback on assessment

Feedback via My.WBS.

Availability

Courses

This module is Optional for:

- 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)
- UECA-3 Undergraduate Economics 3 Year Variants
    - Year 3 of L100 Economics
    - Year 3 of L100 Economics
    - Year 3 of L100 Economics
    - Year 3 of L116 Economics and Industrial Organization
    - Year 3 of L116 Economics and Industrial Organization
- Year 4 of UECA-4 Undergraduate Economics 4 Year Variants
- UECA-LM1D Undergraduate Economics, Politics and International Studies
    - Year 3 of LM1D Economics, Politics and International Studies
    - Year 3 of LM1D Economics, Politics and International Studies
- 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)
- Year 5 of UIBA-MN37 Undergraduate 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)
- Year 5 of UIBA-MN36 Undergraduate Law and Business Studies with Intercalated Year (4+1)
- USTA-G300 Undergraduate Master of Mathematics,Operational Research,Statistics and Economics
    - Year 3 of G300 Mathematics, Operational Research, Statistics and Economics
    - Year 4 of G300 Mathematics, Operational Research, Statistics and Economics
- Year 4 of UECA-GL12 Undergraduate Mathematics and Economics (with Intercalated Year)

This module is Unusual option for:

- UPHA-V7ML Undergraduate Philosophy, Politics and Economics
    - Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)
    - Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)
    - Year 3 of V7ML Philosophy, Politics and Economics (Tripartite)

This module is Option list B for:

- USTA-Y602 Undergraduate Mathematics,Operational Research,Statistics and Economics
    - Year 3 of Y602 Mathematics,Operational Research,Stats,Economics
    - Year 3 of Y602 Mathematics,Operational Research,Stats,Economics

This module is Option list G for:

- UPHA-V7ML Undergraduate Philosophy, Politics and Economics
    - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)
    - Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)

- Year 2 of V7ML Philosophy, Politics and Economics (Tripartite)