

MODULE: MANAGING HUMAN RESOURCES

CODE: BABS-2-1-09

Stage: II

Number of Credits: 4 semester credits / 6 quarter units

Theme: Human Resource Management

**Assessment Weighting: 30% Course Work
70% Examination**

INTRODUCTION

This module provides students with an in-depth understanding of the major human resource issues involved in managing a workforce in business organisation. The module explores the relationship between an organisations strategy, its culture and its HRM policies and procedures.

AIMS

The aims of this module are:

To give students an overview of the Human Resource Management (HRM) function.

To help students understand the organisational implications of fully implementing a HRM Programme.

To introduce students to the different models of HRM integration with the organisations strategy.

To help students understand the effect of culture and structure on HRM.

To ensure students have a substantial understanding of HR Planning, Recruitment and Selection, Training and Developing and the Reward System.

LEARNING OUTCOMES

On successful completion of the module, students will be able to:

Evaluate the context, limits and possibilities of Human Resource Management in terms of an organisations strategy, structure and culture.

Assess the role of Human Resource Management within an organisation and its strategic fit with other departments.

Apply the various Human Resource Management strategies to different situations both within and outside the firm.

Appreciate the historical perspective of the management of people.
Have a knowledge and understanding of the components of organisational HRM.

SYLLABUS

THE NATURE OF HUMAN RESOURCE MANAGEMENT

Introduction
History of personnel management
Personnel role in the organisation
Strategy, policy and practice in personnel management

BUSINESS STRATEGY; PERSONNEL MANAGEMENT AND HUMAN RESOURCE MANAGEMENT

The Strategic role of Human Resource Management
Models of links between Business Strategy and Human Resource Strategy

Recruitment and Placement
Human Resource Planning
Job Analysis
Recruitment
Selection

Training and Development
Work Design and Motivation
Training and Developing Employees
Appraising and Managing Performance
Managing Careers and Fair Treatment

Reward Management
An effective reward system
Job Evaluation
The Reward Package
Financial and non-financial Rewards

TEACHING AND LEARNING METHODS

This module will be delivered through a combination of lectures and tutorials. The lectures will involve introducing students to many new theories and concepts, which will allow them understand the role of HRM in the following ways:

Its practical implications in terms of implementing suitable HR strategies in relation recruitment and selection, training and developing, the reward system. The need to integrate HR strategies with organisational strategies.

Lectures will be formal lectures designed to impart knowledge. The theory and concepts surrounding HRM will be delivered to the student in great detail. The tutorials will be delivered through student involvement and participation. This will be encouraged through extensive use of case studies, videos and if necessary, guest lecturers from industry, to illustrate the practical implications of the many theoretical areas covered in lectures.

ASSESSMENT METHODS

30% of the marks have been allocated to coursework and may be typically presented in the format of written assignments, role-play, presentation etc to assess a number of different areas of Human Resources. An end of semester examination will be held on module completion and will account for the remaining 70% of the marks.

PRIMARY READING LIST

Dessler, G. 9/e. *Human Resource Management*. Prentice Hall. ISBN: 0130664928

Gunnigle, P., Heraty, N., Morley, M., (2002) 2/e. *Human Resource Management in Ireland*. Gill & Macmillan. ISBN: 0717133621

RECOMMENDED READING LIST

Torrington, Hall & Taylor (2002) 5/e *Human Resource Management* Prentice Hall. ISBN: 0273646397

Harvard, B & Sunday Times. *Performance Appraisal*. Kogan Press. ISBN: 0749433191

Dale, M. *A Managers Guide to Recruitment and Selection*. Kogan Press. ISBN: 0749438967

Journals and Papers to refer to for research:

Sunday Business Post

Irish Times

Harvard Business Review

Business and Finance

Business Plus

Websites for research:

www.socreonline.org.uk

www.shrm.org

www.organisations@onepine

www.accel-team.com

www.prenhall.com