

## HRMP21 – People Management

**Autumn 2014**

**PLEASE NOTE:** In addition to the detail contained within this hand out, it is your responsibility to read and understand the information provided within the programme's Succeed site. In particular, please pay close attention to the plagiarism documents.

SCQF Level 11 – 20 credits

### TEACHING STAFF

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### MODULE INTRODUCTION, AIMS AND OBJECTIVES

This module provides a broad overview of the management of people. It examines the range of practices and policies undertaken by a human resources department in different contexts. The changing role of human resource managers in a competitive business environment is analysed and current issues are explored.

### LEARNING OUTCOMES AND SKILLS DEVELOPED

By the end of the module students should understand:

- the contractual underpinning of the employment relationship between employer and employee;
- the different activities involving the Human Resource function from recruitment to termination;
- the role of employment legislation and its importance to the employment relationship;
- the role of performance management in the management of people and the dilemmas which can arise;
- the trends and developments in diversity management and family friendly policies;
- the influence of training and development on the personnel function.

Students should be able to:

- critically evaluate the factors that have shaped the management of people in a variety of organisational contexts;
- appreciate the contribution of the management of people to the effective management of organisations and its relationship with other business functions;
- identify the main functional areas of human resources work;
- analyse the importance of employment law to the work of the human resources specialist;
- realize the ethical issues which may arise and deal with potential conflicts between business and profession;

## LECTURES AND CLASS WORK

**Lectures:** Monday 11.00 – 12.00 C. LTA3 and Tuesday 10.00 – 11.00 C. LTB4

The first lecture is schedule to take place on **Monday 29 September 11.00 – 12.00. C. LTA3**

**Seminars:**

Seminar A	Monday, 9.00 – 10.00 2V3
Seminar B	Tuesday, 9.00 – 10.00 4W2
Seminar C	Thursday, 15.00 – 16.00 2B42

Seminars begin in week four 6 October

### Lecture Timetable

Week	Topic	Tutor
29 September	Introduction to the Module	DE
30 September	Employment Relationship and Change	DE
6 October	Recruitment and Selection	DE
7 October	Equality Management	DE
13 October	Paternity Rights	DE
14 October	Essay Writing	DE
20 October	Dispute Settlement	DE
21 October	Termination of Contract	DE
27 – 31 October	MID SEMESTER	
4 November	Managing Collective Redundancy	DE
10 November	Equal Pay and Job Evaluation	DE

<b>11 November</b>	<b>Absence and Attendance</b>	<b>DE</b>
<b>17 November</b>	<b>Performance Management 1</b>	<b>TBA</b>
<b>18 November</b>	<b>Performance Management 2</b>	<b>TBA</b>
<b>24 November</b>	<b>Training and Development 1</b>	<b>TBA</b>
<b>25 November</b>	<b>Training and Development 2</b>	<b>TBA</b>
<b>1 December</b>	<b>Conclusion</b>	<b>DE</b>

#### **Seminar Timetable**

<b>Week</b>	<b>Topic</b>	<b>Tutor</b>
<b>4, 6 October</b>	<b>Introduction to the seminar programme</b>	<b>DE</b>
<b>5, 13 October</b>	<b>Flexibility in Contracts of Employment</b>	<b>DE</b>
<b>6, 20 October</b>	<b>Recruitment</b>	<b>DE</b>
<b>7, 27 October</b>	<b>MID SEMESTER BREAK – NO SEMINARS</b>	
<b>8, 3 November</b>	<b>NO SEMINARS</b>	
<b>9, 10 November</b>	<b>Equal Opportunity and Diversity</b>	<b>DE</b>
<b>10, 17 November</b>	<b>Disciplinary Procedures</b>	<b>DE</b>
<b>11, 24 November</b>	<b>Collective Redundancy</b>	<b>DE</b>

#### **Guided Study Timetable**

As well as your scheduled lecture and seminar slots, students' are expected to undertake the following guided study:


## **REQUIREMENTS**

#### **It is essential that you:**

- Attend lectures and seminars;
- Actively participate in lectures / seminars, taking notes as appropriate;
- Read prior to lectures the main textbook and suggested literature. These readings are not exhaustive of the topics but serve to provide you with a background to facilitate understanding and discussion during lectures;
- Engage actively in all sessions of the class, especially group work;

## ASSESSMENT

This module is assessed by: 50% coursework and 50% examination.

Please write an essay as stated below. Make sure that you have enough material and you clearly understand the question before you start writing.

**Each essay should be 2,500 – 3,000 words long.**

Your assignments will be assessed on the following criteria:

- The degree to which you have demonstrated understanding of the question and the topic
- The clarity and structure of your argument
- The clarity of your presentation: spelling, punctuation, grammar
- The degree to which you have informed your writing by wider reading and supported your argument by appropriate citation.
- The degree of critical analysis and discussion.

You will find these criteria on the cover/feedback sheet at the end of this module outline which you should attach to your essay when you submit it.

## ESSAY QUESTION

1. Critically review trends in non-standard contracts of employment and discuss the impact on employers and employees.

## Submission

Your assignment must be submitted by **4.00 pm – Tuesday 11<sup>th</sup> November 2014** via the assignment box outside Room 3A11. Please ensure that your student registration number and module code are stated on every page of your assignment (either in the header or footer) and that your assignment is stapled in the top left hand corner. An assignment cover sheet should be completed and attached to the front of your assignment. Cover sheets will be available to print off from the module Succeed site. The assignment must also be uploaded via the Turn-It-In tool on Succeed prior to the date of submission. It is the individual responsibility of each student to ensure that there is a low similarity index score. A high similarity index score must be investigated and rectified by the student prior to final submission of the assignment. Once marked, your assignment will be returned to you.

## Referencing

The Stirling Management School recommend using the **Harvard Stirling University Referencing Style (HSU)**.

The following brief information will help you to get started using HSU but you should consult the [Harvard Stirling University Guide](http://libguides.stir.ac.uk/Harvard-Stirling) on the Library web pages (<http://libguides.stir.ac.uk/Harvard-Stirling>) for more detailed guidance, additional reference types and updates. This information is also available in the Management School Undergraduate Student Handbook which is available on Succeed.

To acknowledge a paraphrased idea put the reference information in brackets next to the idea used.

For example:

There is some evidence (Smith 1995) that these figures are incorrect.

OR

Smith (1995) has provided evidence that these figures are incorrect.

Multiple Authors: If a reference has two authors include both e.g. (Smith and Richardson 2013) but if it has more than two authors give only the first name followed by et al. e.g. (Johnston et al. 2012).

### Example Reference List / Bibliography

Anderson, R.C. and Klofstad, C.A. (2012) Preference for leaders with masculine voices holds in the case of feminine leadership roles. *Plos One*. 7 (12), e51216. Available: <http://www.plosone.org/article/info%3Adoi%2F10.1371%2Fjournal.pone.0051216> [Accessed: 30 July 2014].

*Creating the Kelpies* (2014) [Television Broadcast] BBC 2 Scotland, 6 May.

Gilmore, S. and Williams, S. eds. (2009) *Human resource management*. Oxford: Oxford University Press.

Roberts, I. (2003) Sociology and industrial relations. In: P. Ackers and A. Wilkinson eds. *Understanding work and employment: industrial relations in transition*. Oxford: Oxford University Press, pp. 31-42.

Scottish Government (2011) *Economic strategy: transition to a low carbon economy*. Scottish Government. Available: <http://www.scotland.gov.uk/Topics/Economy/EconomicStrategy/LowCarbon> [Accessed: 28 March 2012].

*The Hobbit: an unexpected journey* (2013) [DVD] Directed by Peter Jackson. Los Angeles: Warner Bros. Pictures.

Information on all referencing styles can be found here:

<http://www.stir.ac.uk/is/student/writing/referencing/howto/>

### SUCCEED INFORMATION

Refer to the Succeed website for complementary information about:

- How to submit your essay via Turn-It-In;
- What is meant by plagiarism at Stirling (also check your student Handbook for comprehensive explanations on how to reference work properly);
- Your responsibilities as a student;
- Workload;
- Marking and retention of assessed work;
- Grading scheme.

### RECOMMENDED READING LIST

The core text book for this module is:

Torrington, D., Hall, L., Taylor S. and Atkinson, C. (2014) *Human Resource Management*, Prentice Hall

Redman, T. and Wilkinson, A. (2009) *Contemporary Human Resource Management*, Prentice Hall

## **A number of textbooks might be useful**

Bach, S. and Edwards, R. (2013) *Managing Human Resources*, 5th ed. (previous editions can also be used), Wiley.

Willey, B., 2009, *Employment Law in Context*, Harlow: Pearson

A good deal of material is available in the Library, though when using books and articles you need to be aware that even those published in the 1990s could be out of date in critical respects.

The Library carries a very good range of up-date information on developments in Human Resources/Personnel Management/Employment Law. It is worthwhile consulting some of the journals including:

*Employee Relations*

*Human Resource Management Journal*

*Personnel Review*

Labour Market Trends also carries occasional articles, summaries of commissioned research and outlines of legislation. Reports of important cases which have been through the tribunals and courts as well as reviews of areas of labour relations law can be found in:

*IRS Employment Review – Access through the Library XpertHR*

*Equal Opportunities Review*

*People Management*

## **READING LIST**

The list below is not intended to be comprehensive and merely gives an indication of the range of literature available to students. There is an abundance of research available which students should read when revising for either class test or final examination

Kessler I. & Shapiro, J. (1998), 'Restructuring the Employment Relationship in Surrey County Council', *Employee Relations*, Vol. 20, No. 4.

- Mumford, E. (1995), 'Contracts, complexity and contradictions: The changing employment 'relationship'', *Personnel Review*, Vol. 24, No. 8.
- Sisson, K. & Storey, J. (2001), 'The Realities of HRM: Managing the Employment Relationship', *Employee Relations*, Vol. 23, No. 2
- Bach, S. (2000) 'From Performance Appraisal to Performance Management' in Bach, S. and Sissons, K. (Eds) *Personnel Management*
- Hempel, P.S. (2001)'Differences Between Chinese and Western Managerial Views of 'Performance' *Personnel Review* 30(2)
- Townley, B. (1999) 'Practical Reason and Performance Appraisal' *Journal of Management Studies* 36(3)
- Winstanley, D. and Stuart-Smith, K. (1996) 'Policing Performance: The Ethics of Performance Management' *Personnel Review* 25(6)
- Kessler, I. (2000) 'Remuneration Systems' in Bach, S. and Sissons, K. (Eds) *Personnel Management*
- Kessler, I. and Purcell, J., (1992) 'Performance Related Pay: Objectives and Applications' *Human Resource Management Journal* 2(3)
- Pfeffer, J. (1998) 'Six dangerous Myths about Pay' *Harvard Business Review* May-June
- Randle, K. (1997) 'Rewarding Failure: Operating a Payment By Results system in Pharmaceutical Research' *Personnel Review* 26(3)
- Dickens, L et al, (1985), *Dismissed*, Oxford: Blackwell
- Earnshaw, J. Marchington, M & Coalman, J. (2000), 'Unfair to Whom? Discipline and dismissal in small establishments' *Industrial Relations Journal*, Vol. 31 No. 1, pp62-73

Knight, K. G. and Latrielle, (2000), 'Discipline, Dismissal and Complaints to Employment Tribunals', *British Journal of Industrial Relations*, Vol. 38, No.4

James, P. Cunningham, I. and Dibben, P. 2001, 'Absence Management and the Issues of Job Retention and Return to Work', *Human Resource Management Journal* Vol. 12, No. 2, pp 82-94

Beardwell, J. and Claydon, T. (2007), Human Resource Management,

Stredwick, J and Ellis, S. (1998), Flexible Working Practices, IPD

Branine, M. (1998), 'The logic of job sharing in the provision and delivery of health care', Journal of Management in Medicine, Vol 12, No1, pp 63-72

Branine, M. (1999), 'Part-time work in the Public Health Service of Denmark, France and the UK', The International Journal of Human Resource Management. Vol 10, No3, pp 411-428

Thompson, P. and Warhurst, C. (1998) (eds), Workplaces of the Future, Macmillan Press

Noon, M. and Blyton, P (2007), The Realities of Work, Macmillan Press

Felstead, A. and Jewson, N, (1999) (eds), Global Trends in Flexible Labour, Macmillan Press

Pettinger, R. (1998), Managing the Flexible Workforce, Cassell Publishers

Stewart, J. and Knowles, V. (1999) 'The Changing Nature of Graduate Careers', Career Development International, Vol. 4, pp 370-383

Stewart, J. and Knowles, V. (2000) 'Graduate Recruitment and Selection: Implications for HE, graduate and small business recruiters', Career Development International, Vol. 5, No. 2, pp 65-80



- Pitcher, J. and Purcell, K. (1998), 'Diverse Expectations and Access to Opportunities: Is there a graduates labour market?', Higher Education Quarterly, Vol. 52, No. 2, pp 179-203
- Hodgkinson, G. P., Daley, N. and Payne, R.L. (1995), 'Knowledge of, and attitudes towards, the demographic time bomb: A survey of its impact on graduate recruitment in the UK', International Journal of Manpower, Vol. 16, No. 8, pp 59-76
- Beardwell, J. and Claydon, t. (2007), Human Resource Management, Chapter 4
- Fyfe, J. (1986), "Putting people back into manpower equations", Personnel Management, Oct.
- Ulrich, D. (1987), "Human resource planning as a competitive edge", Human Resource Planning, Vol 9, No 2, pp 41-50
- Cowling, A. and Walters, M. (1990), "Manpower Planning - Where Are We Today?", Personnel Review, Vol 19, No 3, pp 3-8
- Beattie, D.F. and Tampoe, F.M.K. (1990), "Human Resource Planning for ICL", Long Range Planning, Vol 23, No 1, pp 17-28
- Wilson, D.C. and Rosenfeld, R.H. (1990), Managing Organisations, Chapters 4 & 5
- Marchington, M. (1992), Managing the Team, Chapter 6
- Robertson, I.T. and Smith, M. (1985), Motivation and Job Design: Theory, Research and Practice, IPM
- Buchanan, D.A. (1979), The Development of Job Design Theories and Techniques, Saxon
- Steers, R. and Porter, L. (1979), Motivation and Work Behaviour, McGraw-Hill
- Paul, W.J.Jr, Robertson, K.B. and Herzberg, F. (1969), "Job enrichment pays off", Harvard Business Review, March-April, pp 61-78

Gardner Godfrey, (1977), "Is there a valid test of Herzberg's two-factor theory?", Journal of Occupational Psychology, Vol 50, pp 197-204

Mahon, T. (1989), "When line managers welcome equal opportunities", Personnel Management, October, 1989, pp 76-79

Industrial Relations Journal (1989), Special Issue, "Women in Employment", Vol 20, No 3, Autumn, 1989.

Industrial Relations Journal (1991), "Twenty years of Increasing Opportunities for Women", No 500, November, 1991

The Economist, (1992), "Women in Management: The Spare Sex", March 28,

Douglas, Danielle (1994), "Coming to Terms with Maternity", Personnel Management Plus, July, 1994, pp 26-27

Barnes, C. (1992), "Disability and Employment", Personnel Review, Vol.21, No.6, pp 55-73,

Crofts, P. (1991), "Helping people to face up to redundancy", Personnel Management, Dec.

## **MARKING SCHEME**

Details of the Common Marking Scheme can be found at

<http://www.stir.ac.uk/academicpolicy/handbook/assessmentincludingacademicmisconduct/>

## **ACADEMIC MISCONDUCT**

The University has an agreed policy setting out procedures for dealing with academic misconduct. Details can be found at: <http://www.quality.stir.ac.uk/ac-policy/assessment.php>

Students' should familiarise themselves with "The Little Book of Plagiarism" and "The Little Book of Academic Misconduct", which can be found in the Succeed site for this module.