Module Title:	Human Resource Management
Language of Instruction:	English

Credits:	5

NFQ Level:	7

Module Delivered In	No Programmes

Teaching & Learning Strategies:	Lecture, Case Study, active learning and discussion based teaching.

Module Aim:	• To develop in the student an understanding of how management of human resources is an integral part of organisational strategy, particularly in relation to staffing recruitment, ethics and diversity within the workforce. • To encourage the student to evaluate and analyse an understanding of the relationship between human resource management and business objectives of the organisation. • An emphasis will be placed on applying this knowledge in both the classroom (case study) and in real life work settings (project work). • To facilitate the student in developing analytical and problem solving skills enabling knowledge application to case studies and business scenarios.

Learning Outcomes
On successful completion of this module the learner should be able to:

LO1	Analyse and evaluate current issues involved in the staffing and management of Organisations.
LO2	Analyse the effects and impact of both the internal and external environments on the Human Resource strategies of the organisation.
LO3	Examine the relationship between strategic organisational planning and human resource planning.
LO4	Apply the recruitment and selection procedure to interview and job offer stage.
LO5	Describe the process of performance appraisal and training needs analysis.
LO6	Analyse work related theories of motivation and in particular their relationship to reward management and employee efficiency and effectiveness.

Pre-requisite learning
Module Recommendations *This is prior learning (or a practical skill) that is recommended before enrolment in this module.*
No recommendations listed
Incompatible Modules *These are modules which have learning outcomes that are too similar to the learning outcomes of this module.*
No incompatible modules listed
Co-requisite Modules
No Co-requisite modules listed
Requirements *This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed.*
No requirements listed

Module Content & Assessment

Indicative Content

Introducing Human Resource Management
• Define the term Human Resource Management. • Describe the main activities of the Human Resource Management function. • Outline the historical development of Human Resource Management. • Contextualise Human Resource Management within the macro and micro environment.

Employee Resourcing: The Planning and Recruitment Phase
• Outline the nature of human resource planning (HRP) and how HRP links with both the organisation's overall business strategy and with its specific recruitment strategy. • Describe the stages in the human resource planning process and recognise the importance of on-going HR planning in organisations. • Differentiate recruitment from selection activities within an organisation's resourcing strategy. • Distinguish between terms used in recruitment such as job analysis, job design, person specification and competency frameworks. • Explain the advantages and disadvantages of different recruitment methods. • Describe ways of generating an 'applicant pool' and attracting candidates. • Identify what a flexible workforce is and how organisations use it. • Explain key legislation in relation to recruitment and the flexible workforce.

Employee Resourcing: The Selection Phase
• Identify how the shortlisting process forms a fundamental part of the employee selection decision. • Explain how a shortlisting matrix operates. • Outline the issues involved in choosing a selection method/s for each hiring decision. • Discuss the range of employee selection methods available and outline how they operate. • Describe the limitations associated with using the interview as a selection tool. • Outline how employment legislation affects the employee selection process. • Identify the key stages involved after the final selection decision is made.

Employee Induction, Turnover and Retention
• Explain the links between employee induction, turnover and retention and how a strategic approach to their management can increase the potential overall competitiveness and success of the organisation. • Explain what employee induction is and why organisations invest in these programmes from a strategic perspective. • Discuss the impact of employee turnover on an organisation. • Identify specific practices to analyse employee turnover. • Identify what employee retention is and why it is important from a strategic perspective.

Equality in the Workplace
• Explain the reasons why inequality exists in the labour market and in workplaces. • Understand what we mean by the 'social justice' and the 'business case' for promoting equality. • Identify the key broad elements of equality promotion and regulation in various countries. • Discuss the controversy relating to positive discrimination and the difference between this and positive action. • Identify key differences between equality regulation in different countries. • Explain the role of HRM in promoting equality, ensuring that the workplace is free from discrimination, and in dealing with complaints. • Identify and explain the key processes and procedures utilised by organisations, namely equality policies and dignity at work policies.

Performance Management
• Describe the role and value of performance management. • Identify why performance management fails to deliver and what the common pitfalls are. • Explain how performance management review meetings should be conducted. • Appreciate the importance of training all staff on the theory and practice of performance management. • Critically evaluate the most common appraisal or performance management scheme types. • Appreciate the importance of evaluating performance management systems • Identify how 'underperformance' should be dealt with. • Understand what coaching is and its relevance to the management of performance.

Managing Rewards
• Outline the key aims and objectives of an organisation's reward package. • Distinguish between the different elements of the reward package, i.e. pay, incentives and benefits. • Explain the factors which influence an organisation's pay and reward decisions, and understand the advantages and disadvantages of different types of pay and reward. • List and explain the factors that affect how an organisation determines the relative value of jobs. • Outline the different approaches to job evaluation. • Describe the options available to employers who implement performance-based incentive schemes. • Discuss the idea of pay as a motivator for employees.

Learning and Development
• Explain the differences between L&D and other terms that are used to describe these activities in organisations. • Demonstrate an understanding of the benefits of L&D for individuals and teams, organisations and society, and assess different approaches to the development of L&D strategies. • Explain how individuals can learn in organisations and how individual styles and references vary. • Evaluate the issues involved in identifying and responding to L&D needs. • Understand the key issues to be considered when designing L&D interventions. • Outline the key steps to be considered when evaluating L&D and measuring return on investment.

Assessment Breakdown	%
Continuous Assessment	50.00%
Project	50.00%

Continuous Assessment				
Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Examination	In class examinations on	1,2,3	50.00	n/a

Project				
Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Project	Group Project: Project analysing the HR approach of an organisation	3,4,5,6	50.00	n/a

No Practical

No End of Module Formal Examination

SETU Carlow Campus reserves the right to alter the nature and timings of assessment

Module Workload

Workload: Full Time

Workload Type	Frequency	Average Weekly Learner Workload
Lecture	30 Weeks per Stage	1.50
Independent Learning	30 Weeks per Stage	2.00
	Total Hours	105.00

Workload: Part Time

Workload Type	Frequency	Average Weekly Learner Workload
Lecture	Every Week	0.75
Independent Learning Time	Every Week	1.50
	Total Hours	2.25

Discussion Note:	Programmatic review 2016: Minor amendments