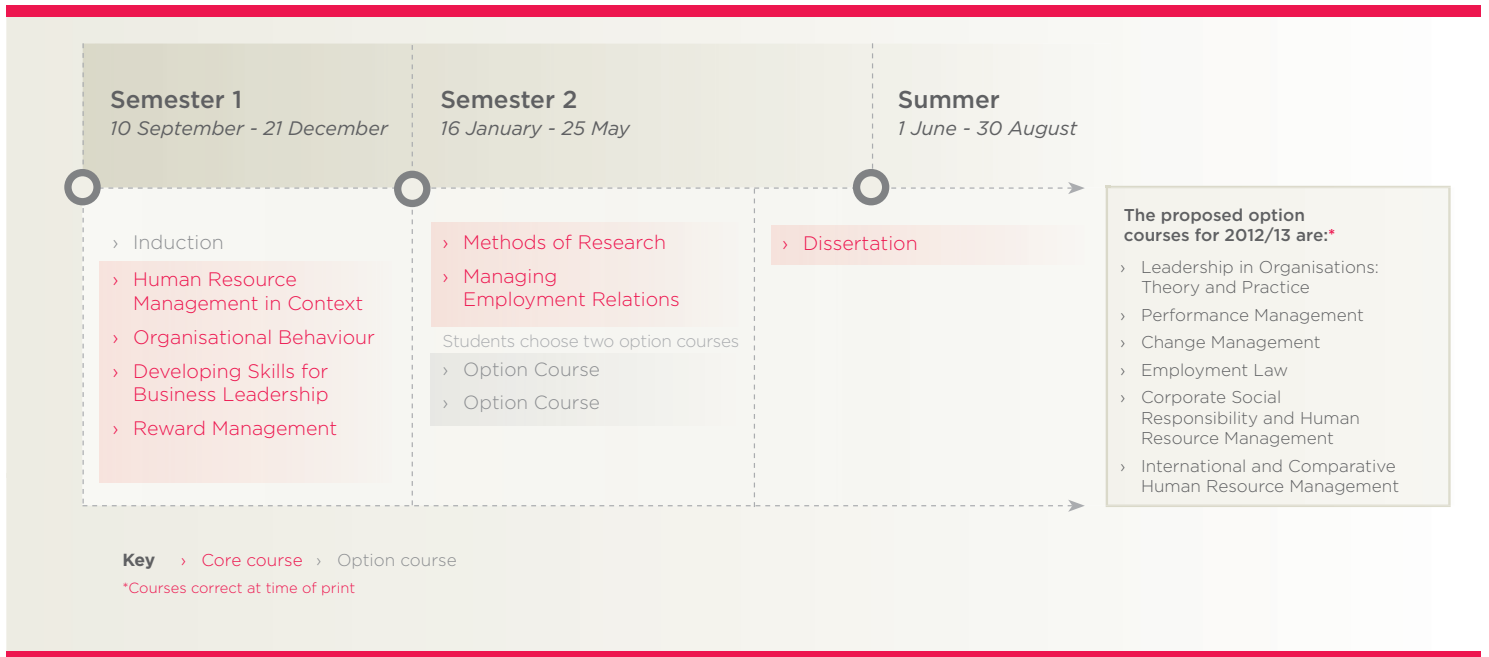


# MSc in Human Resource Management

## Programme Structure



## Details of core courses

### Human Resource Management in Context (CORE)

The purpose of the course is to provide an overview of HRM and the business environment in a way that is accessible to a range of students with a variety of backgrounds, including those with no prior knowledge of the field. Topics include: the economic business environment; the impact of government policy; law and regulation in HRM; the world economy; demography and the world economy; ethics and CSR; and strategic management.

The course provides students with an understanding of the principal internal and external environmental contexts of contemporary organisations, including the managerial and business context, within which managers, HR professionals and workers interact in conditions of environmental turbulence, change and uncertainty. It also examines how those leading organisations respond to these dynamic environmental contexts. The course indicates how leaders in organisations, and those in the HR function, and line managers with HR responsibilities, need to recognise and acknowledge that corporate decisions and HR choices are not always shaped by managers alone. They are also shaped by internal and external forces beyond their immediate control. Having studied this course, students will be aware that managers and HR professionals in different types of organisation (small, large, national, global), in responding to their internal, business and external environmental contexts, not only have opportunities and choices when taking organisational and HR decisions but also face some constraints on their autonomy in determining their futures.

### Developing Skills for Business Leadership (CORE)

Successful human resource (HR) professionals have different approaches to their work, sharing a range of diverse personality traits, attributes and beliefs. These underpin skills proficiency, but cannot in themselves be described as 'skills'. Yet often they are central determinants of an individual manager's effectiveness and are developed consciously over time and with an awareness of differing cultural contexts and operating environments. This course develops a toolbox of personal skills for business that includes: study skills as a post graduate; professional identity; team building and communication; interviewing and managing performance; training and learning; interpreting and using financial information; interpreting and using statistical data; and an introduction to leadership skills.

The key objectives of this course include encouraging students to develop a strong sense of self-awareness and of their own strengths and weaknesses as managers and colleagues. The course is primarily concerned with the development of skills, and specifically seeks to develop and improve a range of definable skills that are pivotal to successful management practice and to effective leadership, including thinking and decision-making skills, the management of financial information, managing budgets, a range of team-working and interpersonal skills and others associated with developing personal effectiveness and credibility at work. The course also seeks to develop further more-specialised skills that are of particular significance to effective higher-level people management and provides opportunities for applied learning and continuous professional development. Finally, the course seeks to help

students make the most of their formal programmes of study with the inclusion of key postgraduate study skills and requires critical reflection on theory and practice from an ethical and professional standpoint.

### Reward Management (CORE)

Quite simply, this course explains why how we reward people matters. A wide range of topics are covered including: the concept of effort and reward; legal and regulatory considerations; base pay and pay progression; bonuses; benefits; pensions; and the pay considerations necessary with international employees.

This course examines total rewards in an organisational and international context and provides students with the knowledge and understanding of environments in which reward professionals plan, implement and evaluate employee reward policies to support strategic organisational goals. Students will acquire both theoretical and normative understanding of the diverse approaches to reward management and be able to critically reflect on the strengths and limitations of these approaches in promoting individual and organisational performance in a fair, reasonable and equitable way. The foundations for pay and benefits management in modern organisations in the private, public and third sectors are explored, and we discuss how these traditions can be integrated into appropriate strategic designs that provide considerations of relative value and worth, individual and collective contribution and labour markets. Students will be able to comprehend the relationship between traditional, contingent and developmental choices of rewards, the use of diagnostic and evaluative skills in designing flexible approaches to reward and the challenges of international and executive pay arrangements. Critical reflection on theory and practice from an ethical and professional standpoint is also involved.

### Organisational Behaviour (CORE)

Organisation behaviour is concerned with studying what people do in organisations and how their behaviour affects the organisation's performance. It investigates the impact that individuals, groups and structures have on behaviour within organisations. As managers get things done through people, understanding organisational behaviour is essential. To succeed, managers need good people skills to complement the technical skill derived from studying subjects such as economics, accounting and finance. This course lays out the core fundamentals of management by discussing what people do in organisations and how behaviour affects the organisation's performance. Topics covered include: interpersonal communication; motivation; group dynamics and team working; organisational design; organisational culture; conflict, power and politics; leadership in organisations; and the issue of stress in the workplace.

This course aims to introduce students to the study of organisational behaviour in order to improve both their knowledge and skills. It aims to familiarise students with key concepts and research in organisational behaviour, and to enable them to use these concepts and a variety of resources to analyse organisational behaviour in case study organisations. In this way students will develop their people management skills and gain insights on current organisational and managerial processes and dilemmas.

### Managing Employment Relations (CORE)

The course aims to instil in students an appreciation that Human Resource Management activity does not occur in a social, legal nor institutional vacuum, but is to a greater or lesser extent shaped and constrained by the labour market context, institutions, and the interests and interaction of range of labour market actors. Successful HRM is thus contingent upon appropriate management of the broader employment relationship. The course is in two main parts. Following an overview of global and national economic and labour market contexts, the first part explains the roles and interaction of the key actors or stakeholders in systems of employment relations in developed economies (unions, management, the State and various global actors), including contemporary developments affecting their current policy postures and priorities. The second part of the course focuses upon the chief organisational processes that require to be managed in any system of employment relations, including employee voice and participation mechanisms; collective bargaining and pay determination; anti-discrimination laws and management of diversity; and the handling of dismissal, discipline and grievances and other approaches towards conflict resolution.

Topics covered include: the legal and institutional context of employment; the economic and labour market context; managerial strategies and styles; the role of the state; the EU, MNCs, multinational organisations of employers and trade unions; employee participation and involvement; collective bargaining and pay determination; managing diversity; managing discipline, dismissal and grievances; and managing conflict.

### Methods of Research (CORE)

This course has three objectives. First, to help the student understand the research process in the field of management. Second, to facilitate them in planning, carrying out and communicating the research project that will be the basis of their Masters dissertation. Third, to assist them in understanding how to read and evaluate research in the management task.

This course is divided into three parts: 'research design', 'qualitative analysis' and 'quantitative analysis'. These are designed to provide students with an overview of the conventions on research in social sciences in general, and management studies in particular, and the role of qualitative and quantitative research in such research. It aims to provide students with the methodological groundwork necessary to undertake the research project that forms their dissertation. To assist this development the course is assessed by the development of a draft research proposal by the student that communicates their research question, chosen research design to address this question, and the balance of qualitative and quantitative research methods in this design.

The topic covered include: the planning, execution and communication of research; identifying and clarifying your research question; literature searching and reviewing; designing a research study and research ethics; writing a proposal for the later dissertation project; understanding qualitative research and when to use it; gathering data: secondary data and surveys; data gathering: interviews and groups; and presenting and analysing qualitative data.