

MODULE DESCRIPTOR

Module Title

HRM Knowledge Into Practice: Creating And Maintaining Engagement

Reference	BSM824	Version	4
Created	August 2021	SCQF Level	SCQF 11
Approved	March 2017	SCQF Points	30
Amended	September 2021	ECTS Points	15

Aims of Module

To evaluate and discuss how the employment relationship is affected by the management of employees and reward strategies, exploring the impact of these upon the achievement of wider HR and business objectives.

Learning Outcomes for Module

On completion of this module, students are expected to be able to:

- 1 Critically evaluate the strategic impact of local, national and global contexts in relation to employment relations and reward management.
- 2 Critically evaluate key issues in employee relations and reward management from a national and international perspective.
- 3 Critically assess the role and impact of relevant legislation, parties, policies and procedures in the employment relationship, including the nature of individual and collective bargaining and negotiation.
- 4 Design and evaluate appropriate reward packages that recognise legal, labour market and equity constraints.
- 5 Analyse the importance of appropriate management strategies for maintaining and building effective employment relationships, taking into account the ongoing nature of change.

Indicative Module Content

This module investigates the links between employee relations, reward and engagement, recognising that the process of change can impact upon these key strategic areas. Content will therefore include employee relations in context; external influences including national, international, economic and historical institutions and participants in employee relations; strategies and policies, including discipline, grievance, redundancy; managing conflict, including bargaining, negotiating and dealing with individual and collective disputes, in unionised and non-unionised environments; improving employee relations through involvement, participation and consultation, whilst taking into account relevant employment legislation; theoretical concepts and principles applicable to employee reward; the relationship to business strategy; key frameworks for developing and implementing reward strategy in different sectors; contingent and contribution reward; performance-related pay; share ownership and financial participation; financial, non-financial and employee benefits components of reward; reward management in particular contexts, such as ex-patriate and executive reward.

Module Delivery

This module will be delivered using a variety of methods, focussing primarily on student centred learning. This will include lectures, workshops, tutorials and seminars, with a strong emphasis on student participation. Online students will achieve this through access to a range of interactive materials to facilitate learning, including online lectures, presentations and tutorials, plus synchronous and asynchronous activities, encompassing group work areas and discussion fora.

Indicative Student Workload

	Full Time	Part Time
Contact Hours	72	72
Non-Contact Hours	228	228
Placement/Work-Based Learning Experience [Notional] Hours	N/A	N/A
TOTAL	300	300
<i>Actual Placement hours for professional, statutory or regulatory body</i>		

ASSESSMENT PLAN

If a major/minor model is used and box is ticked, % weightings below are indicative only.

Component 1

Type:	Coursework	Weighting:	50%	Outcomes Assessed:	3, 4
Description:	Negotiation and reflective essay.				

Component 2

Type:	Coursework	Weighting:	50%	Outcomes Assessed:	1, 2, 4, 5
Description:	Report based on case study.				

MODULE PERFORMANCE DESCRIPTOR**Explanatory Text**

The calculation of the overall grade for this module is based on 50% weighting of C1 and 50% weighting of C2 components. An overall minimum grade D is required to pass the module.

		Coursework:						
		A	B	C	D	E	F	NS
Coursework:	A	A	A	B	B	C	E	
	B	A	B	B	C	C	E	
	C	B	B	C	C	D	E	
	D	B	C	C	D	D	E	
	E	C	C	D	D	E	E	
	F	E	E	E	E	E	F	
	NS	Non-submission of work by published deadline or non-attendance for examination						

Module Requirements

Prerequisites for Module None.

Corequisites for module None.

Precluded Modules None.

INDICATIVE BIBLIOGRAPHY

- 1 GENNARD, J. and JUDGE, G., 2016. *Managing Employment Relations*. 6th ed. London: CIPD.
- 2 PERKINS, J., and WHITE, G., 2016 *Reward Management: Alternatives, Consequences and Contexts*. 3rd Edition. London, Chartered Institute of Personnel and Development
- 3 MARCHINGTON, M., WILKINSON, A., DONNELLY, R, KYNIGHOU, A; 2016. *Human Resource Management at Work*. 6th ed. London: CIPD.
- 4 ARMSTRONG, M., 2012. *Armstrong's Handbook of Reward Management Practice: Improving Performance Through Reward*. 4th ed. London: Kogan Page.
- 5 CORBY, S., PALMER, S. and LINDOP, E., 2009. *Rethinking Reward*. London: Palgrave Macmillan.
- 6 FARNHAM, D. 2015. *The Changing Faces of Employment Relations*, 1st Edition. London. Palgrave
- 7 ARMSTRONG, M. 2014. *A Handbook of Human Resource Management Practice.*, 13th Edition. London: Kogan Page
- 8 LEWIS, D. and SERGEANT, M., 2017. *Employment Law: the Essentials*.