

Module code: MOD007388	Version: 2 Date Amended: 26/Sep/2023
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1. Module Title
Managing Human Resource and Improving Organisational Performance

2a. Module Leader
Andreja Zivkovic

2b. School
School of Management

2c. Faculty
Faculty of Business and Law

3a. Level
5

3b. Module Type
Standard (fine graded)

4a. Credits
30

4b. Study Hours
300

5. Restrictions			
Type	Module Code	Module Name	Condition
Pre-requisites:	None		
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description

The module introduces students to the context, theory and practice of human resource management (HRM), with focus on how HRM can contribute to improving organisational performance.

Students will learn the HRM activities (e.g. HR planning, recruitment & selection, performance management. etc.) in contemporary organisations and how organisations can improve and sustain organisational performance from HRM perspectives.

Students will be able to develop their knowledge and understanding of work, HRM and organisational development within the wider social and economic, and diverse organisational context, combining strong academic foundations with practical insights of relevance to future careers involving the management of people.

6b. Outline Content

This module includes active learning and authentic assessments, which mainly contributes to the Anglia Ruskin Graduate Capitals: 1) Knowledge about the particular aspects on HRM; 2) Social capital, in the creation and development of networks from weekly active learning workshops and assessment-orientated project teams (element 011); 3) Cultural capital, building students' appreciations of cultural diversity and inclusion in the work environment; 4) Adaptability, helping to build and develop students' own strategies to embark their career and adapt to the change in the work environment; 5) Identity, giving students the opportunity to identify the types of jobs and career paths that suit them in the labour market.

For students registered on the BSc (Hons) Business & HRM or BSc (Hons) Business & HRM (with placement year), successful completion of this module provides exemption against the Chartered Institute of Personnel & Development (CIPD) units 5MHR Managing & Co-ordinating the Human Resources Function and 5IOP Improving Organisational Performance.

Key areas:

The first half of the learning period focuses on understanding HRM activities. The second half of the learning period focuses on understanding organisational performance. Research and theory on how they are linked is introduced and reiterated in the introduction and summary of the module respectively, as well as embed in each topic and content where relevant and appropriate. Outline content will include:

- The role of HRM in organisations and concepts, principles and approaches utilised in HRM
- Trends in HRM and developments in relation to different types of organisations
- Emerging developments of the employment relationship in the 21st century
- Ethical issues in people management and critical HRM
- Organisational performance and the mechanisms through which it can be improved
- Conceptual frameworks of high-performance working (HPW) and their theoretical underpinnings, including its leadership, culture and bundles of people practices
- Employee engagement and employee wellbeing and its relationship with productivity and work intensification
- Sustainability of working practices and corporate social responsibility for labour
- Research and theory on the link between HRM and organisational performance and problems in determining outcomes
- The importance of contextual factors influencing both HRM practices and organisational performance

6c. Key Texts/Literature

The reading list to support this module is available at: <https://readinglists.aru.ac.uk/>

6d. Specialist Learning Resources

None

7. Learning Outcomes (threshold standards)

No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Explain and analyse the purpose and key objectives of HRM in contemporary organisations and how HRM objectives are delivered in different organisational types and contexts, including their ethical implications;
2	Knowledge and Understanding	Explain and analyse the concept of organisation performance, the conceptual frameworks and complexities of high-performance working (HPW), their theoretical underpinnings and potential positive and negative implications;
3	Intellectual, practical, affective and transferrable skills	Analyse and critically evaluate how and under what conditions HRM can potentially contribute to sustained organisational performance and assess the challenges involved;
4	Intellectual, practical, affective and transferrable skills	Apply theories of HRM and organisational performance to develop analysis and effective arguments demonstrating critical and independent thinking.

8a. Module Occurrence to which this MDF Refers

Year	Occurrence	Period	Location	Mode of Delivery
2025/6	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence			
Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	22	1-4	2 x 1hr Tutor led workshops (face-to-face, with a SSR of 100:1) per 11 weeks
Other teacher managed learning	26	1-4	1 or 2x20 minute Screencasts per week over 12 weeks making minimum of 4 hours 2 x 1hr Student Workshops (face-to-face, with a SSR of about 25:1) per 11 weeks
Student managed learning	252	1-4	Online community learning (e.g. padlet) which will be moderated weekly or about 40 minutes per 12 weeks by module leader; Independent study and group project study comprising directed reading, activities and progress checks, formative and summative assessments and additional tasks as detailed in student module guide and CIPD Professional body requirement.
TOTAL:	300		

9. Assessment for the above Module Occurrence					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Coursework	1-4	70 (%)	Fine Grade	40 (%)
3200 word report considering HRM issues on the basis of a case study and presenting recommendations, justified by reference to the HRM literature/theory and/or current best practice, to improve organisational performance.					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
011	Practical	1-4	30 (%)	Fine Grade	40 (%)
<p>The assessment includes a 20 minute presentation (70%) and a 750 word individual written contribution (30%). The presentation includes a 10 minute Q&A and will take place during the week 8 workshops. Students to work in small groups (max 4-5) to analyse a case study showing the current state of organisational performance from a HR perspective. A set of informed recommendations to improve the organisation based on a critical analysis of the organisation is to follow. In the individual written report, students are to summarize the issues and recommendations contained in the group presentation and justify them with reference to the relevant HRM literature/debates and/or current best practice. The students will be graded both jointly as presentation groups and individually on their ability to meet the required learning outcomes.</p>					
<p>In order to pass this module, students are required to achieve an overall mark of 40% (for modules at levels 3, 4, 5 and 6) or 50% (for modules at level 7*).</p> <p>In addition, students are required to:</p> <p>(a) achieve the qualifying mark for each element of fine graded assessment as specified above</p> <p>(b) pass any pass/fail elements</p> <p>[* the pass mark of 50% applies for all module occurrences from the academic year 2024/25 – see Section 3a of this MDF to check the level of the module and Section 8a of this MDF to check the academic year]</p>					