



Module Definition Form (MDF)

Module code: MOD007555	Version: 2 Date Amended: 16/Jul/2020
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1. Module Title
Contemporary Issues in HRM: Problems, Scenarios and Solutions

2a. Module Leader
Marijana Baric

2b. School
School of Management

2c. Faculty
Faculty of Business and Law

3a. Level
7

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

It is essential that HR practitioners are strategically aware, business orientated and concerned with adding value through human resource practice. You'll be familiarised with contemporary research problems, and will be required to evaluate and critically appraise a range of information, investigate and adopt suitable theoretical frameworks, research methods, and process and analyse data to produce a coherent and justified solution to the problem(s) identified. Planning and decision making is a core aspect of business strategy and you'll look at the accounting and finance information that is used in planning and in support of the decision making process, in the short and long term, and control against those plans. You'll also draw on aspects of organisational behaviour, and the risky, uncertain and quickly-changing environment in which many organisations operate as well as investigating the extent to which HRM can be seen as a global phenomenon. We'll help equip HR professionals with the knowledge and project management skills to enable them to perform business management tasks effectively and efficiently, including thinking and decision making skills, the management of financial information and budgets.

6b. Outline Content

- Contemporary debates in HRM/HRD
- Motivation, commitment and engagement at work
- Effective leadership
- Flexible working
- Change management in organisations
- Ethical approaches to HRM/HRD practice
- Understanding and interpreting financial information
- Managing financial resources and financial decisions
- Handling statistical data using IT
- Integrated IT skills
- Effective Decision-making and Problem-Solving
- Framework for planning and decision making
- Costing: Traditional and ABC
- Budgetary Control and Flexed Budgets
- Financial forecasts
- People Analytics
- Short term decision making

- Organisational and managerial control
- Information and information systems
- Performance measurement and abuse of KPI's
- Divisional performance
- Public sector v private sector
- Comparison of different national HRM practices
- The growth of HRM in an international perspective
- Convergence and Divergence in International HRM
- International HRM and the Multi National Enterprise (MNE)

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	Analyse and critically evaluate environmental factors impacting on HRM practices and strategies including Globalisation; Technological change; demographic change; legal and governmental regulatory institutions; markets and competition.
2	Knowledge and Understanding	Demonstrate and apply financial information analysis and interpretation (Performance Management Measurement)
3	Knowledge and Understanding	Evaluate the ethical implications of HRM/HRD practice in a range of different types of organisation (Public, private, third sector, SMEs, family-owned)
4	Intellectual, practical, affective and transferrable skills	Analyse the relationship between the environment, strategy and systems of HRM by means of conceptual apparatus and theoretical debates.
5	Intellectual, practical, affective and transferrable skills	Critically evaluate the effectiveness of performance management and sustain arguments for using appropriate HRM / HRD strategies to improve performance
6	Intellectual, practical, affective and transferrable skills	Critically analyse and evaluate the potential and appropriateness of a range of HRM / HRD strategies, policies and methods for defining and achieving current and future effectiveness.

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	48	1-6	2 x 2 x 12 hour sessions combining lectures, workshops, and seminars
Other teacher managed learning	27	1-6	Directed reading, case study analyses and preparation for lectures and seminars. Learning hours required to comply with CIPD requirements
Student managed learning	225	1-6	Reading and independent research
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	1-6	100 (%)	Fine Grade	40 (%)
Group Report on a Contemporary HRM issue, based on a 'Live Brief' from external organisation – Notional equivalent 6,000 words					

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*).

In addition, students are required to:

(a) achieve the qualifying mark for each element of fine graded assessment as specified above

(b) pass any pass/fail elements

[* 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]