



UNIVERSITY of LIMERICK
OLLSCOIL LUIMNIGH

DEPARTMENT OF PERSONNEL & EMPLOYMENT RELATIONS
KEMMY BUSINESS SCHOOL

Human Resource Management in Exercise and Health Fitness Spring Semester 2016/17

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THE MODULE:

This module examines both the role of the HR function in the management of people at work in the health and fitness industry and the importance of managing people in contributing to organisational effectiveness. This module is designed to provide students with an appreciation and understanding of Human Resource Management (HRM) in organisations. There is a strong focus on contextualising HRM within the prevailing macro environment, to demonstrate how this influences the range of HR policies and systems enacted by organisations. The tutorials form an intrinsic element of this module and are designed to facilitate the development of a more operational understanding of how HRM plays out in organisations. These tutorials are largely workshop based to facilitate a broader understanding of aspects of recruitment and selection, appraisal, reward and development.

SYLLABUS:

The syllabus covers core issues surrounding managing people at work. In so doing, the module starts with a consideration of key labour market issues in Ireland and how these affect the nature of HRM in organisations. Core HR activities are next explored including the processes of human resource planning, recruitment and selection. The module then examines critical elements of managing and rewarding performance, designing jobs and developing people at work. The nature of work is set down and finally, the regulatory environment for HRM in Ireland is indicated.

MODULE OBJECTIVES:

- The central objective of the course is to develop students' understanding and appreciation of key personnel functions in organisations.
- To familiarise students with the current literature and research evidence on Personnel and Human Resource Management.
- To provide students with a framework for evaluating the contribution that HRM can make to organisational functioning.

LEARNING OUTCOMES:

- Differentiate between the concepts HRM and Personnel
- Determine the contribution that HRM can make to organisational functioning
- Indicate how the micro and macro environments within which organisations operate impact on the management of people in the workplace
- Identify the components of the human resource planning, recruitment, selection and reward systems which operate in the workplace
- Indicate how employment relations procedures and policies function
- Differentiate between learning and development processes and theories

DELIVERY:

The module lectures are available on-line in PowerPoint with audio. Class time is designed to facilitate the development of a more operational understanding of how HRM plays out in organisations in the health and fitness industry. The textbook forms an important part of the material for this module and following the assigned chapters will assist you in following the material on the audio files. In some audio files references are made to the Gunnigle et al. textbook as well as to the Carbery and Cross book. Lecture topics are assigned based on a weekly schedule of 12 weeks, matching the UL undergraduate teaching schedule.

Additional reading is provided for this module and the suggested book chapters, journal articles and websites will be available on the online content management system.

ASSESSMENT/EXAMINATION:

There are three separate assessment elements to this module.

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1. One online multiple choice question (MCQ) assessment will take place the week of March 27th. This assessment is worth 40%. The assessment will be available all week to be taken at any stage up until Sunday night April 2nd at 10pm.
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2. Two worksheets also have to be completed during the semester, each is worth 30%. Each worksheet should be submitted by email to the lecturer by the Sunday night at 10pm (February 12th and March 5th respectively).
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The worksheets each contain three questions and each question is worth 10%. The worksheets must be typed in size 12 font, Times New Roman, single line spacing. The page margins are not to be adjusted.

A repeat exam, in the same format, will be available during the Autumn repeats, as per University policy.

Sample MCQ exam questions are covered in class and at the end of each topic. Please note that under new University rules, no extra time is allowed in assessments for students on the basis of non-native English speaking status.

ESSENTIAL TEXT

Carbery., R. and Cross., C. (2013) *Human Resource Management: A Concise Introduction*, Hampshire: Palgrave Macmillan.

This is available in O'Mahoney's bookstore on campus or online at <http://www.amazon.co.uk/Human-Resource-Management-Concise-Introduction/dp/113700939X>

ADDITIONAL RECOMMENDED TEXTS

Gunnigle, P., Heraty, N., and Morley, M. (2011) *Human Resource Management in Ireland*, 4th ed., Gill & Macmillan, Dublin.

Armstrong, M. (2001) *A Handbook of Human Resource Management Practice*, 8th ed., London: Kogan Page.

Beardwell, I. and Holden, L. (2004) eds., *Human Resource Management: A Contemporary Approach*, 4th ed., Harlow: Financial Times Prentice Hall.

Bratton, J. and Gold, J. (2007) *Human Resource Management: Theory and Practice*, 4th ed., Hampshire: Palgrave Macmillan.

Torrington, D. Hall, L. and Taylor, S. (2008) *Human Resource Management*, 7th ed., Harlow: Financial Times Prentice Hall, **Full Text e-book**

Students are encouraged to explore the range of HR journals that are available online (through the UL Library databases), or housed in the University Library (catalogue numbers 658.3 and 331) for articles/features corresponding to the syllabus. Journals can be accessed on the databases Emerald and Business Source Premier. Examples of journals are *Human Resource Management Journal*, *International Journal of Human Resource Management*, and *Academy of Management Journal*.

Course Structure:

Topic 1	Introducing HRM What is HRM? Evolution of HRM; Personnel or HRM? -The Debate; HRM; The HR Function; Activities of the HR function; Theoretical Basis of HRM; 'Hard' and 'Soft' Strategic HRM; HRM in Context Reading: Chapter 1
Topic 2	Employee Resourcing: Human Resource Planning The Purpose of Human Resource Planning; The HRP Planning Process; The Flexible Workforce; Flexible Resourcing Choices Reading: Chapter 2
Topic 3	Employee Resourcing: The Recruitment Phase Job analysis; Job Description; Person Specification; Recruitment Methods – Internal and External; Role of Employer Brand Reading: Chapter 2

Topic 4	<p>Employee Resourcing: The Selection Phase Strategic Selection and Competencies; The Shortlisting Stage; Making the Selection Decision; Employee Selection Methods; The Selection Interview; Employment Legislation and the Selection Process; Making the Final Selection Decision</p> <p>Reading: Chapter 3 WORKSHEET 1 DUE 12th February</p>
Topic 5	<p>Employee Induction, Turnover and Retention What is Induction? Approaches to Employee Induction; Why should Organisation's be concerned about Employee Turnover & Employee Retention</p> <p>Reading: Chapter 4</p>
Topic 6	<p>Performance Management The Nature of Performance Management; The Performance Management Cycle; Performance Appraisal; Methods of Performance Appraisal.</p> <p>Reading: Chapter 7</p>
Topic 7	<p>Managing Rewards The Reward Package; Determining the Relative Value of Jobs; Performance-Based Incentive Systems; Pay as a Motivator.</p> <p>Reading: Chapter 8</p>
Topic 8	<p>Learning and Development in Organisations Defining the Terms; The Process of Learning, Learning Styles, Training and Development; Individual Learning - Learning Theories; Evaluation of Learning; The Learning Organisation.</p> <p>Reading: Chapter 9 WORKSHEET 2 DUE March 5th</p>
Topic 9	<p>Career Development Understanding the Context of Career Development; Career Development Strategies; Talent Management</p> <p>Reading: Chapter 10</p>
Topic 10	<p>Health, Safety and Employee Wellbeing Safety Culture, Why Accidents Occur, Human Factors, Employee Wellbeing, Work Design</p> <p>Reading: Chapter 11 ON-LINE MCQ AVAILABLE W/B March 27th</p>