

MODULE SPECIFICATION PROFORMA

Module Title:	Managing Workforce Engagement & Commitment	Level:	6	Credit Value:	20
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Module code:	BUS605	Is this a new module?	NO	Code of module being replaced:	
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Cost Centre:	GAMG	JACS3 code:	N600
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Trimester(s) in which to be offered:	2	With effect from:	September 16
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School:	Business	Module Leader:	Karen Hynes
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Scheduled learning and teaching hours	33 hrs
Guided independent study	167 hrs
Placement	0 hrs
Module duration (total hours)	200 hrs

Programme(s) in which to be offered	Core	Option
BEng (Hons) Industrial Engineering	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Pre-requisites
None

Office use only

Initial approval June 21016

APSC approval of modification *Enter date of approval*

Version [Click here to enter text.](#)

Have any derogations received SQC approval?

Yes No

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Module Aims

To provide students with an understanding of the strategic contribution of reward and employment relations to organisational effectiveness.

Intended Learning Outcomes

Key skills for employability

- KS1 Written, oral and media communication skills
- KS2 Leadership, team working and networking skills
- KS3 Opportunity, creativity and problem solving skills
- KS4 Information technology skills and digital literacy
- KS5 Information management skills
- KS6 Research skills
- KS7 Intercultural and sustainability skills
- KS8 Career management skills
- KS9 Learning to learn (managing personal and professional development, self-management)
- KS10 Numeracy

At the end of this module, students will be able to

Key Skills

1	Evaluate the context, role and function of reward strategies and practices in shaping organisation performance	KS1	KS6
		KS4	KS8
		KS9	
2	Analyse the efficacy of these strategies when used in a range of organisational structures and cultures	KS4	KS9
		KS7	KS10
		KS8	
3	Compare and contrast Employment Relations strategies within a variety of organisational structures and cultures	KS4	KS5
		KS9	

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4	<p>The factors affecting performance in the workplace including:-</p> <ul style="list-style-type: none"> • the nature of conflict in work organizations • the aims, structure and function of the parties • institutions involved in employment relations practices, • the key processes and procedures at various levels to overcome poor performance in a contemporary organisation. 	KS2	KS4
		KS3	KS5
		KS9	
Transferable/key skills and other attributes			
<p>Self-management skills in terms of time, planning, self –starting and independent learning</p> <p>Interpersonal skills of effective listening, negotiating, persuasion, considering alternative perspectives</p> <p>Information gathering , evaluation and application</p> <p>Problem solving skills, such as identifying, formulating and solving business problems at a strategic level</p> <p>Critical thinking, analysis and synthesis</p> <p>Reflection</p> <p>Research skills</p>			

Derogations

A derogation from regulations has been approved for this module which means that whilst the pass mark is 40%, each element of assessment requires a minimum mark of 30% for the module to be passed overall.

Assessment:

Assessment 1: Assignment - Consideration of reward strategies & practices

Assignment 2: Assignment - Consideration of employment relations strategies & practices

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Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	1 & 2	Essay	50		2,500
2	3 & 4	Case Study	50		2,500

Learning and Teaching Strategies:

The Business School adopts a strategy of lectures for delivery of key concepts, followed by activity based tutorials which encourage students to engage with wider theory, to develop understanding in more depth. Activities and case studies then allow students to link theory to practice, develop skills and share learning with colleagues.

Case studies, exercises, videos, activities and discussions and assessment workshops will be used as appropriate to involve students in appraisal of ideas and the application of theory in practical contexts.

Formative assessment, provided in workshops provides guidance and feedback on assignment tasks and activities.

Private study is encouraged during which students may consolidate learning, undertake research for assessments and work with peers to complete group activities. The focus of study is on wider reading to develop and reinforce knowledge and understanding of the topics and material covered in lectures, preparation for tutorials and work towards assessments.

It can also help students to develop time management skills, library skills and critical thinking. Power point slides are available via the VLE, as are a number of additional sources of support and information.

Syllabus outline:

Strategic management of issues affecting employee performance in a contemporary context:

Reward:

- The conceptual framework underlying an employee reward system and its component processes, and structures including key economic, psychological and social theories.
- The legal context; equal pay, minimum pay; rights derived from UK and EU law.
- Job evaluation; advantages and disadvantages in different contexts.
- Pay and benefit surveys, the 'market rate'.
- Pay structures; their purpose and criteria for effectiveness; advantages and disadvantages of different types;

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- Contingent pay; paying for performance, contribution or competencies Employee benefits; including pensions and flexible benefits.

Employment Relations:

- Power, conflict and engagement in the workplace
- Parties and institutions in the employment relationship
- Processes and procedures to manage performance and conflict
- Employee voice – collective and individual
- Outcomes - intended and unintended
- Negotiation, persuasion, compliance & discipline
- Contemporary and sectoral issues

Bibliography:

Essential reading

Essential reading :

Armstrong.M Handbook of Reward Management Practice: Improving Performance Through Reward (2015) Kogan Page

Or

Rose M (2014) Reward Management (HR Fundamentals) Kogan Page

Other indicative reading

Perkins S and White G (2011) Reward Management : Alternatives, Consequences and Contexts CIPD

Armstrong A & Brown D (2008) Strategic Reward: Making It Happen, Kogan Page

Foot, M. and Hook, C (2008) Introducing Human Resource Management (5 ed) Harlow: Financial Times Prentice Hall

Marchington, M. and Wilkinson, A. (2008) Human Resource Management at Work (4 Edn) : People Management and Development

Milkovich, G and Newman, J (2008) Compensation, McGraw-Hill/Irwin

Torrington, D., Hall, L. and Taylor, S. (2008) Human Resource Management Harlow: Financial Times Prentice Hall

Torrington, D, Hall, L, Taylor, S and Atkinson, C. (2009) Fundamentals of Human Resource Management , Harlow: Financial Times Prentice Hall

White, G & Druker J (2008) Reward Management: A Critical Text 2 Edn Routledge

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CIPD.co.uk

Xpert HR

BERR.gov.uk

TUC.org

Human Resource Management Journal

IRS Employment Trends