1. **Title of the module**

Strategic People Management (CB941)

1. **School or partner institution which will be responsible for management of the module**

Kent Business School

1. **The level of the module (Level 4, Level 5, Level 6 or Level 7)**

Level 7

1. **The number of credits and the ECTS value which the module represents**

15 Credits (7.5 ECTS)

1. **Which term(s) the module is to be taught in (or other teaching pattern)**

Autumn

1. **Prerequisite and co-requisite modules**

None

1. **The programmes of study to which the module contributes**

Masters of Business Administration

1. **The intended subject specific learning outcomes.  
   On successfully completing the module students will be able to:**

8.1 Critically assess and evaluate the key concepts, theories, policies and procedures that are commonly used by organisations in managing diverse stakeholder groups.

8.2 Critically identify the links between HRM strategies and policies and the broader issues of innovation, creation and growth of new ventures, sustainable organisational performance and the business environment in differing organisational settings, including international HRM.

8.3 Critically evaluate the roles of non-HRM specialists in the management of people

8.4 Develop a systematic understanding of the organisational processes relevant for employment of people in a variety of work settings

8.5 Develop a systematic understanding of ethical and responsible approaches to people management

1. **The intended generic learning outcomes.  
   On successfully completing the module students will be able to:**

9.1 Critically analyse and solve problems systematically and creatively

9.2 Self-manage work in a complex and interdisciplinary context

9.3 Develop the ability to learn through critical reflection on practice and experience

9.4 Be self-aware, identify areas for self-improvement and generate solutions autonomously

9.5 Communicate effectively both orally and in writing

1. **A synopsis of the curriculum**

The focus of the module is on the strategic aspects of managing people within an organisational context. Specifically, the module will focus on the following key topic areas:

* Human resource management, strategy, and corporate performance
* Managing and motivating individual and group performance
* Employee engagement, involvement and participation
* Managing diversity
* Employee resourcing
* Employee relations
* Job and work design
* Organisational design and development
* Individual development and careers
* Managing knowledge and talent in organisations
* Ethical and sustainable approaches to people management

1. **Reading List (Indicative list, current at time of publication. Reading lists will be published annually)**

Henderson, I. (2017) *Human Resource Management for MBA and Business Masters.* London: Kogan Page.

Kramar, R. and Syed, J. (2017) *Human Resource Management: A Global and Critical Perspective.* Basingstoke: Palgrave MacMillan.

Truss, C., Mankin, D. and Kelliher, C. (2012) *Strategic Human Resource Management*. Oxford: Oxford University Press.

1. **Learning and Teaching methods**

Contact hours: 36

Private Study: 114

Total hours: 150

1. **Assessment methods.**

13.1 Main assessment methods

Group presentation, 15 min (20%)

Individual report, 3,000 words (80%)

* 1. Reassessment methods

100% coursework.

1. **Map of Module Learning Outcomes (sections 8 & 9) to Learning and Teaching Methods (section12) and methods of Assessment (section 13)**

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| **Module learning outcome** | *8.1* | *8.2* | *8.3* | *8.4* | *8.5* | *9.1* | *9.2* | *9.3* | *9.4* | *9.5* |
| **Learning/ teaching method** |  |  |  |  |  |  |  |  |  |  |
| Lectures and seminars | **x** | **x** | **x** | **x** | **x** | **x** |  | **x** |  | **x** |
| Private study | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |
| **Assessment method** |  |  |  |  |  |  |  |  |  |  |
| Group presentation | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** | **x** |
| Individual report (3,000 words) | **x** | **x** | **x** | **x** | **x** | **x** |  | **x** | **x** | **x** |

1. **Inclusive module design**

The School recognises and has embedded the expectations of current equality legislation, by ensuring that the module is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services.

The inclusive practices in the guidance (see Annex B Appendix A) have been considered in order to support all students in the following areas:

a) Accessible resources and curriculum

b) Learning, teaching and assessment methods

1. **Campus(es) or centre(s) where module will be delivered**

Canterbury

1. **Internationalisation**

Aspects of internationalisation are an integral part of module CB941 Strategic People Management. For instance, specific learning outcomes for the module are to “Develop a systematic understanding of the organisational processes relevant for employment of people in a variety of work settings”, and to “critically identify the links between HRM strategies and policies and the broader issues of sustainable organisational performance and the business environment in differing organisational settings”. Different organisational settings as well as varieties of work settings most importantly include the international context of HRM. Since HRM is one of the corporate functions most profoundly affected by international and cross-cultural differences, international aspects of managing people are referred to in the context of most topics discussed in class. For example, the module considers issues such as global corporate social responsibility and diversity management, which have a strong international dimension. Internationalisation is also a key problem of HR Strategy, which is a topic covered extensively during teaching. Furthermore, one entire lecture is devoted exclusively to international human resource management. Specifically, intercountry differences affecting HR, international management styles, and cross-cultural differences are discussed. Internationalisation is also part of the module’s assessment, since case studies are drawn from a variety of country contexts. Students are typically expected to contribute to discussions by drawing on their own country-specific experience and knowledge.

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**Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.**

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| Date approved | Major/minor revision | Start date of the delivery of revised version | Section revised | Impacts PLOs (Q6&7 cover sheet) |
| 12/03/2018 | Major | September 2018 | 8, 9, 11, 12, 13 |  |
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