SYLLABUS 2025-2026
HRM for Managers

MODULE SPECIFICATION

Module Code	2526_RHO_2_EN_006
Campus	Oxford
Department(s)	Organisational and HR Studies
Level / Semester	Masters Year 1 (M1); Equivalent to FHEQ level 7 Semester 07
Language of Instruction	English
Teaching Method	☒ In-person (face-to-face) ☐ Distance learning (live online) ☐ e-Learning (asynchronous) ☐ Hybrid: _____
Pre-requisite(s)?	None
ECTS *Reminder: 1 ECTS = between 20 and 30hr- student workload*	2
Equivalent FHEQ credits	4
Study Hours	50 hours which comprise of 14 directed learning and 36 independent learning/assessment hours

MODULE DESCRIPTION

Module Aims	This module critically examines the multifaceted role of managers in modern organisations, focusing on their strategic relationship with the Human Resources (HR) function and other key stakeholders. It prepares students for future managerial responsibilities by providing an in-depth analysis of their participation in core Human Resource Management (HRM) processes. Students will develop a sophisticated understanding of their role in recruitment, remuneration, performance evaluation, career management, and enhancing the

	quality of working life. The module's focus is on building a nuanced appreciation for how managers can proactively engage with and leverage HRM processes to drive organisational success.
Teaching Arrangement	The module's approach combines courses, videos, application exercises, study of academic articles, case studies, and role plays. Students are encouraged to participate actively in class discussions and case study analysis. They are encouraged to develop critical thinking and to question practices in light of ethical conducts. Students may be required to read before class. If so, they should be prepared to raise questions and arguments in class on related topics, and apply learning from readings directly to analysing case studies in small groups or individually.
Learning Outcomes	By the end of this module, students should be able to: 1. Critically evaluate the strategic role of the Human Resources (HR) function and appraise the dynamic interplay between its various activities and stakeholders. 2. Formulate a sophisticated analysis of the symbiotic relationship between organisational strategy and the development of human capital. 3. Demonstrate a deep, contextual understanding of the key HRM processes that are leveraged by operational managers. 4. Systematically diagnose and analyse complex managerial situations, applying and synthesising relevant HRM concepts and tools to generate reasoned conclusions. 5. Integrate Corporate Social Responsibility (CSR) objectives—particularly those related to diversity—into HRM functions, developing strategies for their effective implementation. 6. Construct and articulate evidence-based, structured recommendations that propose actionable solutions to complex HR challenges.
Competency Goals *(Knowledge, expertise and interpersonal skills)*	PGE_M_CG01 - To be equipped with efficient business skills
	PGE_M_CG02 - To be entrepreneurially-minded
	PGE_M_CG05 - To be aware of corporate social responsibility issues
Alignment with Programme Learning Goals	PGE_M_CG01_LO05 - To identify the appropriate methodology to solve a problem
	PGE_M_CG01_LO06 - To apply knowledge in order to meet the expectations of the professional world
	PGE_M_CG02_LO02 - To develop open-mindedness

	PGE_M_CG02_LO03 - To demonstrate the ability to collaborate effectively
	PGE_M_CG02_LO05 - To motivate and influence team members positively
	PGE_M_CG05_LO01 - To understand the concepts of sustainable development and ethics and what is at stake for the organisation

SESSION TOPICS / MODULE SCHEDULE

(Please note, a session/sequence may be more than one scheduled class)

Session 1: Introduction to HRM and Recruitment & Selection
Content:
- Introduction:
  - What is HRM?
  - What HR roles for managers?
  - How to articulate HRM with organisational strategy?
- Recruitment & selection:
  - Challenges of recruitment
  - Identifying needs
  - Finding candidates
  - Recruitment tools
  - Integration of new employees

References:
- Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson.
- Wilkinson, A., Dundon, T. and Yates, E. (2025) *Contemporary human resource management: Text and cases*. 7th edn. SAGE Publications.

Assignments:
- Read: Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson. (Part 1)

Session 2: Evaluation and Compensation
Content:
- Evaluation:
  - Objectives of evaluation
  - Design of the evaluation system
  - Evaluation tools
- Compensation:
  - Components of compensation
  - Compensation management (payroll and its evolution, compensation and its evolution, compensation policies, etc.)

References:
- Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson.
- Wilkinson, A., Dundon, T. and Yates, E. (2025) *Contemporary human resource management: Text and cases*. 7th edn. SAGE Publications.

Assignments:
- Depending on the sessions:
  - Read: Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson. (Parts 2-4)

Session 3: Career Management and Employee Development & Training
Content:
- Career and skills management:
  - Developing a career management policy
  - Career management tools
  - Management skills
- Training:
  - Continuous professional training
  - Corporate training

References:
- Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson.
- Wilkinson, A., Dundon, T. and Yates, E. (2025) *Contemporary human resource management: Text and cases*. 7th edn. SAGE Publications.

Assignments:
- Depending on the sessions:
  - Read: Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson. (Parts 2-4

Session 4: CSR in HR Missions
Content:
- Ethical management and diversity management
- Gender equality
- Psychosocial risk management
- Work/personal life balance
- Recognition and meaning at work

References:
- Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson.
- Wilkinson, A., Dundon, T. and Yates, E. (2025) *Contemporary human resource management: Text and cases*. 7th edn. SAGE Publications.

Assignments:
- Read: Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson. (Part 5)
  - Focus on following 2 parts: "Building Positive Employee Relations" and "Safety, Health, and Risk Management"

KEY TEXTS

1. Dessler, G. (2023) *Human resource management*. 17th edn. Harlow, United Kingdom: Pearson.
2. Wilkinson, A., Dundon, T. and Yates, E. (2025) *Contemporary human resource management: Text and cases*. 7th edn. SAGE Publications.

SUPPLEMENTARY TEXTS

1. Trullen, J., Stirpe, L., Bonache, J. and Valverde, M. (2016) 'The HR department's contribution to line managers' effective implementation of HR practices', *Human Resource Management Journal*, 26(4), pp. 449-470. doi:10.1111/1748-8583.12116.
2. Grubb, T. (2007) 'Performance appraisal reappraised: It's not all positive', *Journal of Human Resource Education*, 1(1), pp. 1-22.
3. Crawshaw, J.R. and Game, A. (2015) 'The role of line managers in employee career management: An attachment theory perspective', *The International Journal of Human Resource Management*, 26(9), pp. 1182-1203. doi:10.1080/09585192.2014.934886.
4. Mariappanadar, S. (2012) 'Harm of efficiency oriented HRM practices on stakeholders: An ethical issue for sustainability', *Society and Business Review*, 7(2), pp. 168-184. doi:10.1108/17465681211237628.

MODES OF ASSESSMENT

Continuous Assessment (40%)	Group task (individually assessed)
Final Exam (60%)	Case study

MODULE DESIGN TEAM

- Author: *Jean-François Garcia/Vincent Meyer*
- Reviewer: *Hendrik Lohse*
- External Reviewer: *Nigel Tomlinson*