Module Descriptor 2023/24

Title of Module: Transformational HRM			
Code: HURM10009	**SCQF Level: 10** (Scottish Credit and Qualifications Framework)	**Credit Points: 20**	**ECTS: 10** (European Credit Transfer Scheme)
School:	School of Business and Creative Industries		
Module Co-ordinator:	Catherine Clark		

Summary of Module

The aim of this module is to allow students to develop knowledge in the transformative role of human resource management, through strategy development, implementation, and responsiveness to the external environment. The role of HR in strategy development is explored, providing a theoretical basis for strategy development and implementation. A focus of this module is the contemporary external environment and the challenges this presents to HRM practitioners in the development of strategy. This includes the issues of sustainability, changing economic contexts, and socio-demographic changes. Change is also explored within this module providing students with a theoretical foundation to adapt HR strategy to the contemporary environmental challenges.

Module Delivery Method

Face-To-Face	Blended	Fully Online
✓	✓	✓

Face-To-Face
Term used to describe the traditional classroom environment where the students and the lecturer meet synchronously in the same room for the whole provision.

Fully Online
Instruction that is solely delivered by web-based or internet-based technologies. This term is used to describe the previously used terms distance learning and e learning.

Blended
A mode of delivery of a module or a programme that involves online and face-to-face delivery of learning, teaching and assessment activities, student support and feedback. A programme may be considered "blended" if it includes a combination of face-to-face, online and blended modules. If an online programme has any compulsory face-to-face and campus elements it must be described as blended with clearly articulated delivery information to manage student expectations

Campus(es) for Module Delivery

The module will **normally** be offered on the following campuses / or by Distance Learning (D/L) (ie.Virtual Campus): (Provided viable student numbers permit)

Paisley:	Ayr:	Dumfries:	Hamilton:	D/L Virtual Campus:	Other:
✓					

Course Reference Numbers (CRNs) (if known)

Paisley:	Ayr:	Dumfries:	Hamilton:	D/L Virtual Campus:	Other:
TBC					

Trimester(s) for Module Delivery		
(Provided viable student numbers permit).		
Trimester 1	Trimester 2	Trimester 3
✓		

Learning Outcomes: (maximum of 5 statements)
At the end of this module the student will be able to: L1. Critically evaluate HRM strategies and their relevance to organisational strategies. L2. Critically analyse the external environment to identify and respond to pertinent challenges. L3. Critically evaluate the HRM role in change management. L4. Develop an HRM response to environmental changes impacting on organisations. L5. Appraise the transformational role of HRM within an organisation.

Employability Skills and Personal Development Planning (PDP) Skills	
SCQF Headings	During completion of this module, there will be an opportunity to achieve core skills in:
Knowledge and Understanding (K and U)	SCQF Level 10 Knowledge and understanding of theoretical approaches in HRM strategy and change. Knowledge and understanding of empirical research and cases in HR strategy and change. Knowledge and understanding of current theoretical and empirical debates in HR strategy and change. Critical evaluation of theory and research in strategy and organisational change.
Practice: Applied Knowledge and Understanding	SCQF Level 10 Interpreting and explaining complex organisation contexts and HR strategy concepts. Developing solutions to complex organisation and HR strategy challenges. Using change management tools, models and practices to plan organisational change projects. Retrieving, interpreting and manipulating primary and secondary information from a variety of sources including electronic sources.
Generic Cognitive skills	SCQF Level 10 Critically define, conceptualise and analyse HR strategy and change problems and issues. Bringing together information from a variety of sources, including academic research publications. Develop solutions to strategic or change related problems.
Communication, ICT and Numeracy Skills	SCQF Level 10 Communicating effectively and appropriately in speech and writing. Interpreting complex primary materials. Making effective use of information retrieval systems and use information technology applications to present documents in an appropriate form

Autonomy, Accountability and Working with others	SCQF Level 10 Working effectively, together with others in groups or teams, taking a leadership role where appropriate. Systematically identifying and addressing their own learning needs both in current and in new areas, making use of primary HRM source materials as appropriate.

Pre-requisites:	Before undertaking this module the student should have undertaken the following:	
	Module Code: —	**Module Title:** —
	Other: Students must be enrolled on the BA(Hons) Business & HRM or BA(Hons) People Management.	
Co-requisites:	**Module Code:** —	**Module Title:** —

* Indicates that module descriptor is not published.

Learning and Teaching
In line with UWS' Curriculum Framework, providing a flexible and hybrid, student-centred and inclusive approach to learning and teaching, the module has been designed around the delivery of engaging, activity- and discussion-based workshops, nurtured by meaningful online content, including short videos, reading materials, quizzes, etc. Along with a strong emphasis on self-directed studying, and the delivery of fewer workshops, this approach creates more flexibility for students, while also enhancing deeper learning through engagement with peers and teaching staff, both online and in the classroom. This is further supported by the assessment approach adopted, enabling students to develop both academic and employability-focused knowledge and skills within Equality, Diversity and Inclusion.

Learning Activities During completion of this module, the learning activities undertaken to achieve the module learning outcomes are stated below:	Categories	Student Learning Hours (Normally totalling 200 hours): (Note: Learning hours include both contact hours and hours spent on other learning activities)
Laboratory/Practical Demonstration/Workshop	Scheduled	36
Independent Study		164
		200 Hours Total

**Indicative Resources: (eg. Core text, journals, internet access)

The following materials form essential underpinning for the module content and ultimately for the learning outcomes:
 	
    Boxall, P. And Purcell, J. (2020) Strategy and Human Resource Management. 5th edn. Dublin: Bloomsbury Press.
    Cheese, P. (2021) The New World of Work. London: Kogan Page.
 	
Details of further resources, including textbooks, journals and online resources will be identified at the beginning of delivery in the module handbook and made available via the VLE.

Attendance Requirements

In line with the Academic Engagement and Attendance Procedure, Students are defined as academically engaged if they are regularly engaged with timetabled teaching sessions, course-related learning resources including those in the Library and on Moodle, and complete assessments and submit these on time. Please refer to the Academic Engagement and Attendance Procedure at the following link: Academic engagement and attendance procedure

Programme Board (Previously Subject Development Group (SDG)/LTC)	Management, Organisations and People
Assessment Results (Pass/Fail)	No
Subject Panel	Management, Organisations and People
Moderator	Eleni Tzouramani
External Examiner	Soumya Singh
Accreditation Details	The module is accredited by the Chartered Institute of Personnel and Development (CIPD).
Changes/Version Number	1

Assessment: (also refer to Assessment Outcomes Grids at end of document)

Individual Written Report (60%)

Group Presentation (40%)
Individuals who fail to pass this instrument of assessment will be required to undertake an individual written assessment at the next available opportunity.

(N.B. (i) **Assessment Outcomes Grids** for the module (one for each main assessment category) can be found at the end of this descriptor which clearly demonstrate how the learning outcomes of the module will be assessed. (ii) An **indicative schedule** listing approximate times within the academic calendar when assessment is likely to feature will be provided within the Student Handbook.)

Assessment Outcome Grids (Footnote A.)

Assessment Category 1

Assessment Type	LO (1)	LO (2)	LO (3)	LO (4)	LO (5)	Weighting (%)	Contact Hours
Individual Written Report	✓	✓			✓	60	

Assessment Category 2

Assessment Type	LO (1)	LO (2)	LO (3)	LO (4)	LO (5)	Weighting (%)	Contact Hours
Group Presentation			✓	✓		40	
Combined Total For All Assignment Categories						100	0

Footnotes:
A. Referred to within Assessment Section above
B. Identified in the Learning Outcome Section above

Note(s):
More than one assessment method can be used to assess individual learning outcomes.
Schools are responsible for determining student contact hours. Please refer to University Policy on contact hours (extract contained within section 10 of the Module Descriptor guidance note).
This will normally be variable across Schools, dependent on Programmes &/or Professional requirements.

Equality and Diversity
The Equality, Diversity and Human Rights policy underpins student engagement. We aim to make UWS a fair and equal place to study an institution which addresses specific issues covering all aspects of equality, diversity and human rights. Where required module assessment will be adapted to meet student requirements. UWS Equality and Diversity Policy
(N.B. Every effort will be made by the University to accommodate any equality and diversity issues brought to the attention of the School)