

H9PLRES: People Resourcing

Module Code:	H9PLRES
Long Title	People Resourcing APPROVED
Title	People Resourcing
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	5
Module Coordinator:	COLETTE DARCY
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Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Critically analyse and evaluate the significant features of national and international employment markets in the context of resourcing and with particular reference to how these markets change
LO2	Produce a strategic resourcing plan which closely aligns with the business strategy, takes account of key stakeholders in resourcing activities and is consistent with the standards of ethical practice and relevant legislation
LO3	Establish appropriate measures of employee turnover and, using relevant diagnostic tools, develop comprehensive retention strategies
LO4	Develop resourcing strategies in line with evolving practice such as diversity & inclusion, flexible working and employer branding
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.

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Module Content & Assessment			
Indicative Content			
Employment markets Employment market conditions and contemporary trends in the Irish Labour Market and internationally Concept and significance of tight and loose labour markets Role of government, employers and trade unions in meeting future skills needs Attitudes to work			
Flexibility Defining flexibility Reasons for increased flexible working Functional / Numerical / Temporal/Spatial flexibility Outsourcing Criticisms of flexibility Employability and mutual flexibility debate			
Fairness and diversity in resourcing Discrimination at work Tackling inequality and promoting diversity Equal opportunities vs managing diversity Employer initiatives & developing approaches to Diversity & Inclusion			
Selection – evaluation of the classic trio and advanced selection methods Research in employee selection Problems with interviews Biodata Assessment centres, Ability and Personality testing Professional issues in the use of selection tests Evaluating selection methods - reliability, validity and efficacy Develop a business case which shows return on investment for selection methods chosen			
Employer Brand Defining employer branding The Benefits of employer branding Establishing an employer brand Rebranding Debates about employer branding			
Turnover and Retention Measuring and analysing turnover – voluntary, involuntary, costing & benchmarking Reasons for leaving & exit routes Employee retention and reward Employee retention and development opportunities Employee retention and effective line management Measuring effectiveness of retention of talent initiatives Develop a business case which shows return on investment for retention strategy			
Strategic Resourcing Taking a strategic approach Aligning HR with strategy Alternative views of the HR business strategy link Resourcing and Talent management strategies			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	100
Assessment Date:	n/a	Outcome addressed:	1,2,3,4
Non-Marked:	No		
Assessment Description: this is an individual task. Students will be asked to critically analyse a case study and make recommendations as part of formulating a people resourcing strategy. This will require them to critically explore topical people resourcing issues in depth. The case study will require learners to demonstrate their ability to develop solutions, research and academically argue on the issues raised within the case study. Learners will be marked on their demonstration of subject specific knowledge, application of relevant theory and demonstrated breadth of reading. While a case study may be used, assessment is not restricted to this approach e.g.: alternatives could include in-class tests, group-based preparation and discussion of specific people resourcing topics together and/or in-class presentation. Formative assessment of this nature will be integrated into the teaching and learning strategy for this module and will support learners to build the skills necessary to complete the assignment.			
Assessment Type:	Formative Assessment	% of total:	Non-Marked
Assessment Date:	n/a	Outcome addressed:	1,2,3,4
Non-Marked:	Yes		
Assessment Description: Formative assessment is given in class and this will include group presentations. Marks are not assigned for this, although it is part of required course work. Articles and/or case studies will be assigned to groups to review and present on. Groups will be required to make recommendations and generate solutions where case studies are used. Feedback on the presentations and understanding of the key topics in the article/case will be given.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
Coursework Only <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			
Reassessment Description Repeat assessment strategy for this module will consist of a case study. Learner will be required to repeat the original assessment, or an alternative (new) assessment may be set. The repeat will assess all the learning outcomes of the module			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	24	Per Semester	2.00
Directed Learning	Directed e-learning	24	Per Semester	2.00
Independent Learning	Independent learning	77	Per Semester	6.42
Total Weekly Contact Hours				4.00

Module Resources	
Recommended Book Resources	
Taylor, S. (2021), Resourcing and Talent Management, 8th Edition. CIPD, London.	
Supplementary Book Resources	
<p>Torrington, D. Hall, L. & Taylor, S. & Atkinson, C. (2020), Human Resource Management, 11th Edition Ed. Pearson Harlow.</p> <p>Armstrong, M. & Taylor, S. (2020), Armstrong's Handbook of Human Resource Management Practice, 15th Edition Ed. Pearson Harlow.</p> <p>COOK, M. (2016),) Personnel Selection: adding Value through People – a changing picture, 6th edition. Wiley Blackwell.</p>	
This module does not have any article/paper resources	
Other Resources	
<p>[Website], CIPD Resourcing and Talent Planning Survey Report (2020), https://www.cipd.co.uk/knowledge/strategy/resourcing/surveys</p> <p>[Website], HR practices in Ireland Survey 2019 (CIPD), https://www.cipd.ie/news-resources/reports/hr-practices-ireland-survey/2019</p> <p>[Website], The Deloitte Global Millennials survey 2019 available at, https://www2.deloitte.com/global/en/page/s/about-deloitte/articles/millennialsurvey.html</p> <p>[Website], Sparrow, P. & Otaye, L. (2015), Employer Brand -From attraction to core HR strategy, Centre for Performance led HR, University of Lancaster, http://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/lums/cphr/EmployerBrandingFromattractiontoacoreHRStrategy.pdf</p> <p>[Website], Gender pay gap in Ireland 2016 (Morgan McKinley report), https://www.morganmckinley.ie/sites/morganmckinley.ie/files/gender_pay_gap_in_ireland_2016.pdf</p> <p>[Website], Tailoring Organisational Practices to Achieve Gender Equality – A Best Practice Guide, GEM (2016), http://www.gemprogress.com/work-packages/work-package-2.html</p> <p>[Journal], Discrimination in Recruitment: Evidence from a Field Experiment by McGinnity, Frances, Nelson, Jacqueline, Lunn, Pete & Quinn, Emma; The Equality Authority and ESRI (2009).</p> <p>[Website], CIPD overview of employer branding, https://www.cipd.co.uk/knowledge/fundamentals/people/recruitment/brand-factsheet</p> <p>[Journal], Sparrow, P. & Otaye, L. (2015), Employer Brand -From attraction to core HR strategy.</p> <p>[Website], Centre for Performance led HR, University of Lancaster, http://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/lums/cphr/EmployerBrandingFromattractiontoacoreHRStrategy.pdf</p> <p>[Journal], KUCHEROV, D. and SAMOKISH, V. (2016) Employer brand equity measurement. Strategic HR Review. Vol 15, Issue 1, pp29-33.</p> <p>[Journal], KISSEL, P. and BÜTTGEN, M. (2015) Using social media to communicate employer brand identity: the impact on corporate image and employer attractiveness. Journal of Brand Management. December, Vol 22, Issue 9. pp755-777.</p> <p>CIPD Chartered Institute Personnel Development Website: www.cipd.ie and www.cipd.co.uk.</p> <p>Economic and Social Research Institute: www.esri.ie.</p> <p>Irish Business Employers Confederation www.ibec.ie.</p> <p>SHRM Society for Human Resource Management website: www.shrm.org.</p> <p>Organisation for economic cooperation & development (OECD): http://www.oecd.org/.</p> <p>Eurostat: http://epp.eurostat.ec.europa.eu/portal/page/portal/eurostat/home/.</p> <p>Gender Equality in Ireland website (the website of the gender equality division of the Department of Justice and Equality) http://www.genderequality.ie/.</p> <p>The International Journal of Human Resource Management.</p> <p>Harvard Business Review.</p> <p>International Journal of Management Reviews.</p> <p>Human Resource Management Journal.</p> <p>Equal Opportunities Review.</p> <p>Human Resource Management Review.</p>	
Discussion Note:	