ASSESSMENT BRIEF

Academic year and term:	2022/23 – Semester A
Module title:	**RBP020L080A: Principles of HRM**
	For further module description see above Module Brief.
Type of assessment:	Case Study Article - on the future of the HR profession
Assessment deadline:	Formative: Friday 6th November 2022 (by 6:00 pm)
	Summative: Wednesday 4th January 2023 (by 2:00 pm)

Instructions for the formative assessment

You will submit a one-page report outline via Moodle/TurnitIn for feedback from your module tutor. This will document your approach to critically analysing the Case Study and the area of HRM which you will focus on. The submission deadline is Friday 6th November 2022 (by 6:00 pm).

There will be regular opportunities for feedback on your individual work in progress and an opportunity for formative assessment of your Case Study while it is under construction.

Instructions for the summative assessment

The assessment for this module is through the critical analysis of a Case Study Article:

Charan, R., Barton, D. and Carey, D. (2015). People Before Strategy: A New Role for the CHRO. *Harvard Business Review*. July-August 2015.

The report will require you to select an area of HRM and discuss related challenges with regard to the future of work, using academic and professional literature to support your arguments.

Your report will include (1) a plan for operationalizing your recommendations (2) a reflective blog documenting your experience of learning, its outcomes and how it will inform your practice.

Component Type/Title	Coursework Volume or Length/Type of Exam	% Weighting	Mark/ Grade M/G	Final Component Y/N	Must Attempt Y/N	Must Pass Y/N	Sub-components*
Case Study Article	5,000 words	100	M	Y	Y	Y	

Should you fail the assessment at the first attempt and be referred to retake the coursework, only the individual elements will be reworked for the same project scenario, with 10% of the resit mark awarded for an additional reflective statement demonstrating how you learnt from the feedback and what you did differently the second time.

Structure and presentation

There should be a title page, chapter contents page, table and figure contents page and bibliography. These will not be included in the wordcount.

Any written work should be spell-checked. Do not use various font sizes and colours Black ink, Arial, size 11, 1.5 lines spaced is recommended. Use DIN A4 format and page margins of 2.5 cm or 1 inch.

Full reading list

Essential Reading - These texts should be referred to throughout the module

Aldrich, P. and Pullman, A. (2019) Building and Outstanding Workforce: Developing People to Drive Individual and Organizational Success. London: Kogan Page.

Aldrich, P. and Dietz, G. and Clark, T. and Hamilton, P. (2015) 'Establishing HR professionals' influence and credibility: lessons from the capital markets and investment banking sector.', Human resource management., 54 (1). pp. 105-130.

Anderson, V (2013). Research Methods in Human Resource Management: Investigating a Business Issue. London: Kogan Page

Marchington, M., Wilkinson, A., Donnelly, R., and Kynighou, A. (2021). *Human resources at work: The definitive guide.* London: Kogan Page. (7th Ed).

Additional book selection:

Banaji, M.R. & Greenwald, A.G. (2016). *Blind Spot.*

Charon, R., Barton, D., & Carey, D. (2018). Talent Wins: The New *Playbook for Putting People First.*

Cheung-Judge, M.Y. & Holbech, L. (2015). *Organizational Development.*

Collings, D. G., Wood, G. T., and Szamosi, L. T. (2019). *Human resource management: A critical approach.*

Corey, C. & Elliott, G. (2018). *Build it: The Rebel Playbook for World Class Employee Engagement.*

Ferdman, B.M. & Deane, B.R.D. (2014). *Diversity at Work: The practice of inclusion.*

Ferrar, J.K. and Green, D. (2021). *Excellence in People Analytics: How to use workforce data to create business value.*

Guenole, N., Ferrar, J. & Feinzig, S. (2017). *The Power of People.*

Hanaway, M. (2019). *The Existential Leader.*

Haski-Leventhal, D. (2018). *Strategic Corporate and Social Responsibility*

Hofstede, G., Hofstede, J.H. & Minkov, M. (2010). *Cultures and Organizations.*

House, R.J., Dorfman, P.W., Javiden, M., Hanges, P.J., & Sully de Luque, M.F. (2014). *Strategic Leadership Across Cultures: The GLOBE study of leadership behaviour and effectiveness in 24 countries.*

Itani, S. (2017). *The Ideological evolution of human resource management: A critical look into HRM research and practices.*

Kaplan, R.S., & Norton, D.P. (1996). *The Balanced Scorecard.*

Lawler, E.E. (2017). *Reinventing Talent Management: Principles and Practices for the New World of Work.*

Levit, A. (2019). *Humanity Works.*

Lojesky, K.S. and Reilly, T.T. (2020). *The Power of Virtual Distance*.

Marr, B. (2018). *Data Driven HR*.

Morgan, J. (2017). *The Employee Experience Advantage*.

Phillips, J.J., & Phillips, P.P. (2015). *High-Impact Human Capital Strategy*.

Pink, D.H. (2018). *Drive*.

Ryan, R.M., & Deci, E.L. (2017) *Self-Determination Theory*.

Schein, E.H. & Schein, P. (2017). *Organizational Culture and Leadership*.

Sparkman, R. (2018). *Strategic Workforce Planning*.

Sparrow et al.(2015). Do we need HR?

Wright, L.. (2015). *HR in the Boardroom: The HR Professional's Guide to Earning a Place in the C-Suite*.

Additional journal selection:

Caldwell, R. (2010) Are HR Business Partner Competency Models Effective? Applied HRM Research. Vol 12, No 1. pp40-58

Cooke, F. L., Schuler, R., and Varma, A (2020). Human resource management research and practice in Asia: Past, present and future. Human Resource Management Review, Vol. 30, No. 4, pp 1-13.

Heizmann, H. and Fox, S. (2019), O Partner, Where Art Thou? A critical discursive analysis of HR managers' struggle for legitimacy, *International Journal of Human Resource Management*, Vol. 30 No. 13, pp. 2026-2048.

Komm, A., Ploinar, F., Schanger, B., and Sikka, S. (2021). *The new possible: How HR can help build the organization of the future.* McKinsey & Company

Morris, S. S., Alvarez, S. A, and Barney, J. B. (2021). Dancing with stars: The practical value of theory in managing star employees. *Academy of Management Perspectives*, Vol. 35, No. 2.

Ng, E. S. and Sears, G. J. (2018) Walking the talk on diversity: CEO beliefs, moral values, and the implementation of workplace diversity practices", *Journal of Business Ethics*, pp 1–14

Stahl, G.K., Brewster, C. J., Collings, D. G. and Hajro, A. (2020). Enhancing the role of human resource management in corporate sustainability and social responsibility: a multi-stakeholder, multidimensional approach to HRM. *Human Resource Management Review*, Vol. 30, No. 3

Tursunbayeva, A., Pagliari, C., Di Lauro, S. and Antonelli, G. (2021). The ethics of people analytics: risks, opportunities and recommendations. *Personnel Review*. In press.

Van Ingen, R., Peters, P., De Ruiter, M., and Robben, , H. (2021). Exploring the meaning of organizational purpose at a new dawn: The development of a conceptual model through expert interviews. *Frontiers in Psychology*. Vol 12.

Vithan, K., Soobaroyen, T., and Ntim, C. G. (2021). Human resource disclosures in UK corporate annula reports: To what extent do these reflect organisational priorities towards labour?. *Journal of Buisness Ethics*. pp 475-497

Zhang, X., Lin, Z., Liu, Y., Chen, X., and Liu, D.M. (2020). How do human resource management practices affect employee well-being? A mediated moderation model. *Employee Relations*, Vol. 42 No. 4, pp. 903-919

Further Reading

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Aycan, Z, Kanungo, R, Mendonca, M, Yu, K, Deller, J, Stahl, G, Kurshid, A 'Impact of Culture on Human Resource Management Practices: A 10-Country Comparison' (2001) Applied Psychology. Vol. 49, No 1. pp192-211

Agrawal, V, Manyika, JM, and Richards, JE (2003) 'Matching people and jobs', The McKinsey Quarterly, Number Two: Organisation, http://premium.mckinseyquarterly.com

Ammeter, AP, Douglas, C, Ferris, GR, and Goka, H (2004) 'A social relationship conceptualization of trust and accountability in organisations' Human Resource Management Review, Vol. 14, No. 1: 47-66

Armstrong, M, and Long, P (1994) 'The Reality of Strategic HRM', London, Institute of Personnel and Development

Antila, EM and Kakkonen, A (2008) 'Factors affecting the role of HR managers in international mergers and acquisitions: A multiple case study', Personnel Review, Vol. 37, No. 3

Barber, F, and Strack, R (2005) 'The Surprising Economics of a People Business', Harvard Business Review, June: 81-80

Barney, J (1991) 'Firm resources and sustained competitive advantage', Journal of Management, Vol. 17, No. 1:99-120

Barney, JB, and Wright, PM (1998) 'On becoming a strategic partner: The role of human resources in gaining competitive advantage, Human Resource Management, Vol. 37: 31-46

Bassi, L and McMurrer, D (2007) 'Maximising your return on people', Harvard Business Review, March, 115-123

Becker, BE and Gerhart, B (1996) 'The impact of human resource management on organizational performance:progress and practice', Academy of Management Journal, Vol. 39, No. 4: 779-801

Becker, B, Huselid, M, Pickus, P, Spratt, M (1997) 'HR as a source of shareholder value: Research and recommendations', Human Resources Management Journal, Vol. 31, No. 1:1-8

Becker, BE and Huselid, MA (1998) 'High performance work systems and firm performance: A synthesis of research and managerial implications. In Rowland KM & Ferris GR (Eds.), Research in personnel and human resource management, Greenwich, CT, JAI Press: 53-101

Becker BE, Huselid, MA, and Ulrich, D (2001) 'The HR Scorecard: Linking People, Strategy and Performance', Boston, MA, Harvard Business School Press

Becker, BE and Huselid, MA (2006) 'Strategic human resource management: Where do we go from here ?', Journal of Management, Vol. 32, No. 6: 898-925

Beer, M (1997) 'The transformation of the human resource function: resolving the tension between a traditional administrative and new strategic role', Human Resource Management, Vol. 36, No. 1, 49-56

Beer, M and Spector, B (1985) 'Corporate-wide transformations in HR management' in Walton, RE and Lawrence, PR (EDs.) Human Resource Management: HRM Trends and Challenges, Boston, MA, Harvard Business School Press: 219-54

Boselie, P and Pauwee, J (2004) 'Human resource function competencies in European companies', Personnel Review, Vol. 34 No. 5: 550-566

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Boxall, PF (1993) 'The significance of human resource management: a reconsideration of the evidence', International Journal of Human Resource Management, Vol. 4, No. 3: 645-664

Boxall, P and Purcell, J (2000) Strategic human resource management: where have we come from and where should we be going ?, International Journal of Management Reviews, Vol. 2, No. 2: 183-203

Boxall, P.and Steenveld, M (1999) 'Human resource strategy and competitive advantage: a longitudinal study of engineering consultancies', Journal of Management Studies, Vol. 36, No. 4: 443-63.

Brandl, J & Pohler, D (2010). 'The human resource department's role and conditions that affect its development: Explanations from Austrian CEOs'. Human Resource Management, 49 (6), 1025-1046

Brockbank, W and Ulrich, D (2003) Competencies for the new HR, University of Michigan Business School, Ann Arbor, MI

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Brown, D, Caldwell, R, White, K, Atkinson, H, Tansley, T, Goodge, P, Emmott, M (2004) 'Business partnering: A new direction for HR, London, Chartered Institute of Personnel and Development

Budwhar, P (2000) 'Evaluating levels of strategic integration and devolvement of human resource management in the UK', Personnel Review, Vol. 36, No. 3: 441-470

Buller, PF (1988) 'Successful partnerships: HR and strategic planning at eight top firms', Organizational Dynamics, Autumn: 27-43

Burack, E (1986) 'Corporate business and human resource planning practices: strategic issues and concerns', Organizational Dynamics, Vol. 15, No. 1: 73-87

Butler, JE, Ferris, GR and Napier, NK (1991) 'Strategy and human resources management' Cincinnati: South-Western

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Caldwell, R (2001) 'Champions, adapters, consultants and synergists: the new change agents in HRM', Human Resource Management Journal, Vol. 11, No.3: 39-52
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Caldwell, R (2003) The changing roles of personnel managers: old ambiguities, new uncertainties, Journal of Management Studies, Vol. 40, No. 4: 983-1004

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CFO Research Services and Mercer Human Resource Consulting (2003) 'Human Capital Management: The CFO's Perspective', New York, CFO Publishing Corp

Charon, R, Barton, D, Carey, D (2018) 'Talent Wins: The New Playbook for Putting People First'. Harvard Business Review Press, Boston, Massachusetts

CIPD, (2007a) 'The changing HR function', London, Chartered Institute for Personnel and Development

CIPD, (2007b) 'HR business partnering', www.cipd.co.uk/subjects'corpstrategy/general/hrbusptnr

Colbert, BA (2004) 'The complex resource-based view: Implications for theory and practice in strategic human resource management', Academy of Management Review, Vol. 29, No. 3: 341-358

Colman, R (2004) 'HR transforming to make a bottom line impact', CMA Management, February, http://www.managementmag.com/index.cfm/ci_id/1331/la_id/1.htm

Collins, CJ and Smith, KG (2006) 'Knowledge exchange and combination: The role of human resource practices in the performance of high-technology firms', Academy of Management Journal, Vol. 49, No. 3: 544-560

Cunningham, I and Hyman, J (1995) 'Transforming the HRM vision into reality: The role of line managers and supervisors in implementing change', Employee Relations, Vol. 17, No. 8: 5-20

Cunningham, I and Hyman, J (1999) 'Devolving human resource responsibilities to the line-Beginning of the end or a new beginning for everyone ?, Personnel Review, Vol. 28, No. 1-2: 9-27

Currie, G and Proctor, S (2001) 'Exploring the relationship between HR and middle managers', Human Resource Management Journal, Vol. 11, No. 3: 53-69

Cutcliffe, J and McKenna, H (2002) 'When do we know that we know ?: Considering the truth of research findings and the craft of qualitative research', International Journal of Nursing Studies, 39(6), 611-618

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Delery, JE and Doty, DJH (1996) 'Models of Theorizing in Strategic Human Resource Management Tests of Universalistic, Contingency, and Configurations Performance Predictions', Academy of Management Journal, Vol. 39: 802-35

Deloitte Insights: The rise of the social enterprise: 2018 Deloitte Global Human Capital Trends (2018). Deloitte Development LLC. https://www2.deloitte.com/content/dam/insights/us/articles/HCTrends2018/2018-HCtrends_Rise-of-the-social-enterprise.pdf (08:30, 1st April 2018)

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Dyer, L (1985) 'Strategic human resource management and planning'. In K Rowland & G Ferris (Eds.), Research in personnel and human resource management, Greenwich CT, JAI Press: 3:1-30.

Dyer, G (1999) 'Training human resource champions for the twenty-first century', Human Resource Management, Vol. 38, No. 2: 119-124

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Ferris, GR and Judge, TA (1991) 'Personnel/human resource management: A political influence perspective', Journal of Management, Vol. 17:447-488

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Ferris, GR, Hochwater, WA, Ronald Buckley, M, Harrell-Cook, G, Frink, DD (1999) 'Human resources management: Some new directions', Journal of Management, Vol.25, No. 3: 385-415

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Key journals for this module are:

- Academy of Management Journal
- Academy of Management Review
- Applied HRM Research
- Asia Pacific Journal of Human Resources
- Benefits and Compensation International
- British Journal of Industrial Relations
- British Journal of Management
- Business Strategy Review
- Compensation and Benefits Review
- Employee Benefits
- Employers Law
- Equal Opportunities Review
- European Journal of Training and Development
- European Journal of Work and Organisational Psychology
- European Management Journal
- Governance
- Harvard Business Review
- Human Resource Development International
- Human Resource Director
- HR Future
- HR Magazine
- HR Monthly Australia
- Human Resource Management
- Human Resource Management Journal (UK)
- Human Resource Management Review
- Human Resources
- Human Resources New Zealand
- IDS Employment Law Brief
- IDS Executive Compensation Review

- IDS HR Studies
- IDS Pay Report
- Industrial & Labor Relations Review
- Industrial Law Journal
- Industrial Relations Journal
- International Journal of Cross Cultural Management
- International Journal of Human Resource Management
- International Journal of Management Reviews
- International Journal of Selection and Assessment
- International Journal of Training and Development
- International Labour Review
- Journal of Change Management
- Journal of General Management
- Journal of Management Studies
- Journal of Occupational and Organizational Psychology
- Journal of Organizational Effectiveness: People and Performance
- Labour Research
- London Business School Review
- MIT Sloan Management Review
- Manager – British Journal of Administrative Management
- Management Learning
- Management Today
- New Technology, Work and Employment
- Occupational Health
- Occupational Pensions
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- Organisations and People
- Organizational Dynamics
- Pay and Benefits
- People Management
- People and Strategy
- Personnel Review
- Policy Studies
- Professional Manager
- Strategic HR Review
- Strategy and Business
- T+D now known as TD Talent Development
- Third Sector
- Tolley's Employment Law Newsletter

- ▪ Training Journal
- ▪ Work
- ▪ Work Employment and Society
- ▪ Workforce Management
- ▪ Workplace Report
- ▪ Workplace Savings and Benefits
- ▪ WorldatWork Journal

How will your work be assessed?

Your work will be assessed by a subject expert who will use either the marking criteria provided in the section "Instructions for assessment" or the Marking rubric enclosed in the Appendix, as appropriate for this module. When you access your marked work it is important that you reflect on the feedback so that you can use it to improve future assignments.

Referencing and submission

You must use the **Harvard System**.

The Business School requires a digital version of all assignment submissions. These must be submitted via Turnitin on the module's Moodle site. They must be submitted as a Word file (not as a pdf) and must not include scanned in text or text boxes. They must be submitted by 2pm on the given date. For further general details on coursework preparation refer to the online information at StudentZone, http://studentzone.roehampton.ac.uk/howtostudy/index.html.

Mitigating circumstances/what to do if you cannot submit a piece of work or attend your presentation

The University Mitigating Circumstances Policy can be found on the University website: Mitigating Circumstances Policy

Marking and feedback process

Between you handing in your work and then receiving your feedback and marks within 20 days, there are a number of quality assurance processes that we go through to ensure that students receive marks which reflects their work. A brief summary is provided below.

- **Step One** – The module and marking team meet to agree standards, expectations and how feedback will be provided.

- **Step Two** – A subject expert will mark your work using the criteria provided in the assessment brief.

- **Step Three** – A moderation meeting takes place where all members of the teaching and marking team will review the marking of others to confirm whether they agree with the mark and feedback

- **Step Four** – Work at Levels 5 and 6 then goes to an external examiner who will review a sample of work to confirm that the marking between different staff is consistent and fair

- **Stop Five** – Your mark and feedback is processed by the Office and made available to you.

Appendix: Marking rubric

Individual Case Study report of 5,000 words	85-100 Excellent	75-84 Very good	65-74 Good	55-64 Competent	45-54 Weak	35-44 Fail	0 Fail
The critical analysis of an article on the future of HRM with appropriate use of essential texts and academic reading. **35% weighting**	Excellent use of theory and practice. All relevant sources have been included. The work includes an excellent level of critical discussion	Very good use of theory and practice. The majority of relevant sources have been included. The work includes a very good level of critical discussion.	Good use of theory and practice. The work includes a good level of critical discussion.	More than a limited use of theory and practice. The work is more than descriptive but still with limited critical discussion.	Very limited use of theory and practice. The work is largely descriptive.	Irrelevant and/or superficial application of theory and practice.	Did not submit
The critical analysis of a specific area of HRM, with recommendations which have relevance to practitioners. **35% weighting**	Excellent use of theory and practice. All relevant sources have been included. The work includes an excellent level of critical discussion. Conclusions have significant relevance to practitioners.	Very good use of theory and practice. The majority of relevant sources have been included. The work includes a very good level of critical discussion. Conclusions have significant relevance to practitioners.	Good use of theory and practice. The work includes a good level of critical discussion. Conclusions have relevance to practitioners.	More than a limited use of theory and practice. The work is more than descriptive but still with limited critical discussion. Conclusions still have limited relevance to practitioners.	Very limited use of theory and practice. The work is largely descriptive. Conclusions have limited relevance to practitioners.	Irrelevant and/or superficial application of theory and practice. No or minimal relevance to practitioners.	Did not submit

Reflective blog documenting your experience of learning, its outcomes and how it will inform your practice. **20% weighting.**	An excellent reflective narrative. Clear learning outcomes are documented. Excellent use of more than one learning model.	A very good reflective narrative. Clear learning outcomes are documented. Very good use of at least one learning model.	A good reflective narrative. Clear learning outcomes are documented. Good use of at least one learning model.	More reflective than descriptive. Limited use of at least one learning model.	Some reflection noted but mostly descriptive. No, or limited, use of learning models.	Superficial and descriptive account. No use of any learning models	Did not submit.
Clarity of writing, structure, grammar, correct referencing **10% weighting**	Excellent narrative and structure for the report. Almost no spelling and grammatical errors. Almost no errors in the use of Harvard referencing system.	Very good narrative and structure for the report. Almost no spelling and grammatical errors. Almost no errors in the use of Harvard referencing system.	Good narrative and structure for the report. Few spelling and grammatical errors. Few errors in the use of Harvard referencing system.	Adequate narrative and structure for the report. Some spelling and grammatical errors. Some errors in the use of Harvard referencing system.	Weak narrative and structure for the report. Too many spelling and grammatical errors. Too many errors in the use of Harvard referencing system.	Very poor narrative and structure for the report. Numerous spelling and grammatical errors. Numerous errors in the use of Harvard referencing system.	Did not submit