**Module Title**
Human Resource Management & Employee Relations

**Level of Learning**
Level 8 NQAI

**Credit Rating**
10

**Pre-requisite course**
Nurses & Midwives registered with An Bord Altranais

**Module Co-ordinator**
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**Rationale of Module**
Nurses and midwives face many challenges in today’s health care environments. Therefore, they require knowledge and an understanding of contemporary issues in human resource management and employee relations for effective people management.

**Module Aims**
The primary focus of this module is to introduce students to contemporary issues in human resource management and employee relations for effective people management. The following areas will be critically explored: recruitment and selection processes, skill mix, staff appraisal and performance management, motivation, training and career development and discipline and grievance.

**Learning Outcomes**
On successful completion of this module student will be able to:

- Critically discuss contemporary issues in human resource management and employee relations.
- Critically discuss human resource planning and skill mix as the basis for effective people management.
- Critically discuss the strengths and limitations of performance management systems.
- Critically discuss the changing role of nurse/midwife managers in the healthcare systems today.
- Demonstrate the application of knowledge to practice setting.

**Teaching Learning Activities**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hours</th>
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<tbody>
<tr>
<td>Face to Face Contact Hours</td>
<td>14</td>
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<tr>
<td>On Line Contact Hours</td>
<td>14</td>
</tr>
<tr>
<td>Independent learning time</td>
<td>177</td>
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<tr>
<td>Course work preparation</td>
<td>45</td>
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<td><strong>Total</strong></td>
<td><strong>250</strong></td>
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**Face to Face Contact Hours:** The following teaching methodologies are incorporated into the classroom based hours: Didactic teaching, question & answers, Socratic questioning, class discussions, group work, case study review, role play, scenarios and debates.

**On line Contact Hours:** The following teaching methodologies are incorporated into the on line contact hours: Voice recorded Lecture notes (Camtasia), required supplemental reading to support the voice recorded material, discussion on the online discussion forum, questions & answers and appraisal and critique of the literature via the forum. Students can access the Discussion Forum on Moodle throughout the module.

**Indicative Syllabus**

- Human Resource Management goals, planning process and forecasting
- Staff Retention and Job Satisfaction
- Employment Legislation 1 and 2
- Staff Turnover including Model of employee absenteeism
- Recruitment and selection process
- Recruitment methods
- Devolving human resource management to line managers
- Managing skill mix
- Performance appraisal and job evaluation
- Performance appraisal conceptual frameworks
- Performance management loop
- Education and training
- Reward management
- Discipline and grievance
- Human resource policy development
- Stress and burnout
- HRM in Organisational Strategy
- HRM contribution to Healthcare
- The role of the Trade Union
- Coaching, disciplining and letting staff go
- Development & contribution in health care.

**Examination/Assignment Method**

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<tr>
<th>Type of Assessment (Continuous/Terminal)</th>
<th>Weighting</th>
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<tr>
<td>Written Examination</td>
<td>Continuous</td>
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**Indicative Reading List**

**Core Reading**


Recommended Reading


**Articles from the following Journals**
- Journal of Nursing Management
- Journal of Nursing Administration
- Journal of Advanced Nursing
- Journal of Clinical Nursing
- Nurse Leader
- Journal of Interprofessional Care
- RCSI Library Databases which includes the E-Journal Portal with an A-Z list of

(a) **Recommended Web Sites**
- Department of Health & Children - [http://www.dohc.ie](http://www.dohc.ie)
- Health Service Reform - [http://www.healthreform.ie/publications](http://www.healthreform.ie/publications)
- Health Service Executive Employers Agency - [http://www.hseea.ie](http://www.hseea.ie)
- Irish Nurses Organisation - [http://www.ino.ie](http://www.ino.ie)

*The data on the website of the National Council for the Professional Development of Nursing and Midwifery: [http://www.ncnm.ie/](http://www.ncnm.ie/) will not be updated as the Council has been dissolved.*