

Course Programme

Subject code: INT 7046.DT	Course title: HUMAN RESOURCE MANAGEMENT	
Amount 15 ECTS	Approximate amount of contact lessons and independent work: Contact lessosn – 112 hours; guided studies in learning environment Moodle – 278 hours.	Study semester: Spring
Objective:	<p>This course aims to create opportunities for the development of knowledge and understanding on human resource management /HRM/ theories, practices, tools and models; to create preconditions for the development of the analytical framework needed to understand strategic HRM approach in public organizations.</p> <p>The Course aims to support the development of rediness of the students to consider:</p> <ul style="list-style-type: none"> - current practice and research on human resource management in the digital environment; - the knowledge and skills required on the development of human resources in digital library; - the main debates about the nature and direction of current trends in human resource management in the context of digital library; - the skills required for study at master level; - their own development needs. 	
Course description: (incl. description of the content of independent work in accordance with the determined amount of independent work)	<p>This course is designed for students to create opportunities for the development of knowledge and skills that will help them to understand the value, nature, current practice and research on human resource management in the context of digital library.</p> <p>The Course contains the following units:</p> <p>Unit 1. Strategic HRM in digital library: external factors & internal environment.</p> <p>Unit 2. HRM & communication management: structure and dimensions of a digital library`s societal relationships.</p> <p>Unit 3. HRM & library change management: planning and implementing.</p> <p>Unit 4. Implementation of HRM functions (managerial and operative functions) in digital library.</p> <p>Unit 5. Managing teamwork in digital library. Cultural and</p>	

	<p>intercultural dimensions. Differences in the workplace. Unit 6. Job analysis and design. Recruitment and selection. Unit 7. Evaluation and performance appraisal in digital library.</p> <p>Each of the units in the Course contains a specific reading assignment, study notes and a series of exercises to help assess how well the student is doing. Each topic may also contain a list of references, and/or some suggested readings for those students who has very little experience with the HRM field or who would like to pursue a particular topic in more depth.</p> <p>The Course contains individual assignments for each Course Unit or Topic. Individual Assignments are presented under title “Assignments” of the virtual learning environment Moodle within each unit.</p> <p>In addition the Course contains 2 major assignments:</p> <p>Major assignment 1 – Individual Assignment on Change management issues</p> <p>Major assignment 2 – Individual Module Project/essay</p>
<p>Learning outcomes:</p>	<p>Knowledge and Understanding With successful completion of this module students:</p> <ul style="list-style-type: none"> - Have depth and systematic knowledge and clear understanding of the nature and value, current practice and research on library human resource management in the digital environment. - Have acquired knowledge and understanding on concepts of human resource management and their applications in digital environment. - Be aware of the range of issues and international trends of library human resource management in digital environment. <p>Cognitive/Intellectual Skill With successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> - Evaluate current research in the field of library human resource management. - Debate the changing role of human resource management in context of digital library. - Synthesize information, with critical awareness, in a manner that may be innovative, utilizing knowledge

from the forefront of the library human resource management practice and research.

Practical Skills

With successful completion of this module students will be able to:

- Define the scope and content of human resource management in the context of digital library.
- Utilize a range of information retrieval, research and communication skills in individual and group work.

Key/transferable Skills

- With successful completion of this module students will be able to:
- Work effectively with a group as a leader or a member.
- Engage confidently in academic and professional communication and use communication skills effectively, especially those involved in presentation.
- Present different perspectives in current debates about the nature and direction of current trends.

Intercultural Competencies

With successful completion of this module students will be able to:

- Have language and cultural skills based on communication with peer students.
- Demonstrate intercultural sensitivity.
- Work effectively in an international setting.

Form of evaluation:	Exam
Lecturers:	Lecturer Aira Lepik, PhD
Title in Estonian:	Inimressursside juhtimine
Prerequisite subjects:	-
Compulsory literature:	<p>Armstrong, M. (2011). <i>Armstrong's handbook of strategic human resource management</i>. London; Philadelphia: Kogan Page Publishers.</p> <p>Armstrong, M., & Taylor, S. (2014). <i>Armstrong's handbook of human resource management practice</i>. London; Philadelphia: Kogan Page Publishers.</p> <p>Cohn, J., Kelsey, A. (2005). <i>Staffing the Modern Library: A How-to-do-it Manual</i>. New York: Neal-Schuman Publishers.</p>

	<p>McKinlay, J., Williamson, V. (2010). <i>The art of people management in libraries: tips for managing your most vital library resources: people management</i>. Oxford [etc.]: Chandos.</p> <p>Stanley, M. (2008). <i>Managing library employees: a how-to-do-it manual</i>. 2nd ed. New York: Neal-Schuman Publishers.</p> <p>The required articles within each Unit are presented in the virtual learning environment Moodle within each unit and recommended additional readings in the Folder “Useful Links”.</p>
Replacement literature:	<p>Allan, B. <i>Supervising and Leading Teams in ILS</i>. London: Facet, 2007.</p> <p>Dessler, G. (2013). <i>Human Resource Management</i>. 13rd ed. Boston (Mass.) [etc.]: Pearson.</p> <p>Massey, T. (2009). <i>Managing change and people in libraries</i>. Oxford: Chandos.</p> <p>Oldroyd, M. (Ed.). (2004). <i>Developing academic library staff for future success</i>. 2nd ed. London: Facet Pub.</p> <p>Pantry, S. (2007). <i>Managing stress and conflict in libraries</i>. 3rd ed. London: Facet Pub.</p> <p>Simmons-Welburn, J., & McNeil, B. (2004). <i>Human resource management in today's academic library: meeting challenges and creating opportunities</i>. Westport: Libraries Unlimited.</p>
Requirements for participating in studies and taking exams/assessments	<p>We are using in HRM course differentiated assessment. The final grade in module HRM consists of:</p> <ul style="list-style-type: none"> ▶ A production of an individual project /the result of the individual project work are an essay/ essay and presentation of review on fellow-student essay - (40%); ▶ A production of individual assignment - (20%); ▶ Weekly assignments – preparation short reports based on readings – (20%); ▶ Weekly discussions in Forum/Chat (online students) or in classroom (campus students), contribution to the discussion - (20%);
Requirements for independent work	<p>The Course contains individual assignments for each Course Unit or Topic. Individual Assignments are presented within</p>

the Folder “Assignments” in the virtual learning environment Moodle within each unit.

In addition the Course contains 2 major assignments:

Major assignment 1: Individual Assignment on Change management issues

AIM of the major assignment 1:

To provide evidence that the students can demonstrate the knowledge and understanding necessary to: analyze change management theories and principles in an organizational context.

SCENARIO

Students are required to produce group presentation after analyzing case of managing change in a library and compare it with change management theories and principles.

TASK

Analyze useful articles/chapters as background reading for analyzing the case.

Prepare an analysis of the case following questions:

- What type of change this library was dealing with? Why you think so? Please explain your group opinion.
- What stage of change process in this library was most difficult? Why you think so? Please explain your group opinion.
- What were challenges for library management and staff to implement these changes? Why you think so? Please explain your group opinion.
- Draw conclusions from this analysis and make recommendations for possible improvements.

Major assignment 2: Individual Module Project/essay

- The purpose of the individual module project is to synthesize what you have learned about human resource management/HRM and how to implement HRM topics in digital library context;
- The result of the individual module project will be an essay – how to implement HRM aspects in digital library context (1200 – 1600 words);
- Decide the specific topic – see list of general topics - and contact with teacher-adviser – Aira Lepik (aira.lepik@tlu.ee);
- Consult periodically with teacher-adviser

	<p>(consultancy hours, e-mail, Skype, Moodle Chat);</p> <ul style="list-style-type: none"> • Develop an essay as a final product. <p>General topics for the individual module project (for ideas and areas to develop specific topic for the essay):</p> <ul style="list-style-type: none"> • Human resource management strategies (in a digital library context). • International human resource management (in a digital library context). • Impact of emerging HR trends within a digital library. • Conflict management (in digital library context). • Change management in the digital environment. • Critical issues in human resource management in the digital environment. • Talent management (in digital library context).
Exam evaluation criteria	<p>Major assignment 1: Presentation of an change management case as a individual project</p> <p>Method of Assessment: report of presentation to the Moodle Form of Assessment: grading assessment Criteria of Assessment:</p> <p>“A” The structure of the presentation is very logical, with a very good introduction telling the audience what is supposed to happen, a main body and a conclusion. Presenter(s) convey(s) the impression that they have read around their particular subject and understood the material fully. Conducted research and presented new information. The class learned new things.</p> <p>“B” The structure of the presentation is logical, with an introduction telling the audience what is supposed to happen, a main body and a conclusion. Conducted some research and presented general knowledge. The class did not learn many new things.</p> <p>“C” The structure of the presentation is almost logical, with a</p>

limited introduction telling the audience what is supposed to happen, a main body and a conclusion.
Little evidence of research. Limited learning in the class.

“D”

The structure of the presentation is not always logical, introduction is not always telling the audience what is supposed to happen, a main body and a conclusion.
Did not conduct proper research. Made the presentation up from present knowledge. Little benefit for other students.

“E”

The structure of the presentation is not logical; introduction is not telling the audience what is supposed to happen, a main body and a conclusion are not presented in a logical way. Did not conduct proper research. Made the presentation up from present knowledge. Little or almost no benefit for other students.

Major assignment 2: Essay: how to implement HRM aspects in digital library context

Method of Assessment: essay

Form of Assessment: grading assessment

Criteria of Assessment:

“A”

Information: Detailed, accurate, relevant; key points highlighted.

Structure: Rigorously argued, logical, easy to follow.

Interpretation: Extensive evidence of independent thought and critical analysis

Use of Evidence: Key points supported with evidence, critically evaluated; exemplary awareness of key issues.

Academic Referencing: Exemplary use of academic referencing conventions.

“B”

Information: Detailed, accurate, relevant.

Structure: Generally clearly argued and logical.

Interpretation: Attempts to go beyond the ideas presented in secondary literature.

Use of Evidence: Most points illustrated with relevant evidence.

Academic Referencing: good use of academic referencing conventions.

	<p>“C”</p> <p>Information: Generally accurate and relevant, but perhaps some gaps and/or irrelevant material.</p> <p>Structure: Not always clear or logical; may be overly influenced by secondary literature rather than the requirements of the topic.</p> <p>Interpretation: Little attempt to go beyond or criticize secondary literature.</p> <p>Use of Evidence: Some illustrative material but not necessarily well selected and not critically evaluated.</p> <p>Academic Referencing: A reasonable attempt at using the conventions of academic citation but some inconsistencies or errors.</p> <p>“D”</p> <p>Information: Limited knowledge, with some significant gaps and/or errors.</p> <p>Structure: Argument underdeveloped and not entirely clear.</p> <p>Interpretation: Fairly superficial and generally derivative and uncritical.</p> <p>Use of Evidence: Some mentioned, but not integrated into presentation or evaluated.</p> <p>Academic Referencing: Some attempt at showing which sources have been employed, but little evidence of a sound grasp of the conventions of academic citation.</p> <p>“E”</p> <p>Information: Very limited knowledge, with some significant gaps and/or errors.</p> <p>Structure: Argument underdeveloped and not clear.</p> <p>Interpretation: Fairly superficial and generally derivative and uncritical.</p> <p>Use of Evidence: Not mentioned, but if mentioned, not integrated into presentation or evaluated.</p> <p>Academic Referencing: Some attempt at showing which sources have been employed, but no evidence of a sound grasp of the conventions of academic citation.</p>
<p>Additional information on course content, division of course by topics, incl. times of contact lessons taking place in the form of seminar.</p>	<p>January 30 – February 10, 2017 Unit 1. Strategic HRM in digital library: external factors & internal environment.</p> <p>February 13 – February 24, 2017 Unit 2. HRM & communication management: structure and</p>

	<p>dimensions of a digital library`s societal relationships.</p> <p>February 27 – March 10, 2017 Unit 3. HRM & library change management: planning and implementing.</p> <p>March 13 – March 31, 2017 (20 - 26 March 2017: Week for Independent Work) Unit 4. Implementation of HRM functions (managerial and operative functions) in digital library.</p> <p>April 3 – April 14, 2017 Unit 5. Managing teamwork in digital library. Cultural and intercultural dimensions. Differences in the workplace.</p> <p>April 17 – April 28, 2017 Unit 6. Job analysis and design. Recruitment and selection.</p> <p>May 1 – May 12, 2017 Unit 7. Evaluation and performance appraisal in digital library.</p>
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Unit in charge of subject:	Institute of Digital Technologies
Name of person compiling course programme:	Aira Lepik
Signature:	
Date:	23.01.2017

Course programme registered in the academic unit

Date	23.01.2017
Name of study assistant	Viktoria Humal
Signature	