Bachelor in Work and Human Resources (Honours)

2010-2015
(draft: 14 July 2010)

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Centre for Labour Studies
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23402727/23402731
Background and Rationale

The Centre for Labour Studies (CLS) has been a consistent promoter of lifelong learning in Malta for over 25 years. It has encouraged mature learners – especially workers, trade union activists, and women who are not active in the labour market – to attend University and obtain tertiary qualifications. The CLS currently offers two Diplomas and a Post-Graduate Diploma, all related to the world of work. Over the years, students attending the Centre’s undergraduate programmes consistently showed interest in developing their studies up to a Bachelor (Hons) level in employment-related issues. Regular requests from the social partners and other persons interested in pursuing their studies in this field have also supported the idea of introducing this programme of studies.

This programme of studies is being offered in collaboration with the Faculty of Economics, Management and Accountancy (FEMA), one of the largest Faculties at the University of Malta. Three traditional departments - Economics, Management and Accountancy - formed the Faculty in its first years (hence the name), with the departments of Banking & Finance, Marketing, Public Policy, Social Policy & Social Work and Tourism Studies being established soon afterwards. FEMA offers full-time and part-time courses leading to B.Com., B.Com. (Hons), M.A. (Qualifying), M.B.A., M.A., M.Phil. and Ph.D.

As organisations strive to adapt to the ever increasing challenges of globalisation, the need for skilled and qualified human resources professionals increases. This programme of studies aims to fill a gap in this much needed area of specialisation. The curriculum will provide students with sound underpinning knowledge and the necessary skills that will enable them to work professionally in settings related to human resources. The programme takes an inter-disciplinary approach towards work and human resources, including perspectives from management, sociology, organisational psychology, education, economics, statistics, public policy, law, accountancy, and health and safety among others. Apart from the formal lecturers appointed for the study-units, students will have the opportunity to listen to presentations of other experts working in the fields of interest. Students’ knowledge and skill development will be assessed through different types of assessments including individual and group assignments, exams, presentations, projects, practicals and dissertation at the end of the programme.

The programme of studies covers the following six major themes:

1. Work, Labour Market and Society
2. Organisational Behaviour and Development
3. Industrial and Employee Relations
4. Design and Occupational Health and Safety
5. Personal and Occupational Skills Development
6. Research

Student Target

The programme of studies is designed to attract students with a variety of backgrounds who will be able to work in areas related to human resources management and industrial relations. It is aimed at helping public and private sector organisations recruit more effective personnel for their human resources departments. The programme will be beneficial to trade union leaders, shop stewards and trade union members who will be in a better position to bargain and negotiate on behalf of their members. The programme will also be of interest to persons from the educational and training field who will be able to use the acquired knowledge and skills to deliver training in this area of increasing importance, either by joining training organisations or as freelancers.

Since this programme of studies will be offered on a part-time evening basis, it is likely to attract workers from the private and public sectors. Besides, since the Centre for Labour Studies has been offering related diploma programmes for several years, this programme will also enable past diploma holders to continue their education to a degree level.
Regulations

EDUCATION ACT
(CAP. 327)

Bye-Laws of 2010 in terms of the
General Regulations for University Undergraduate Awards, 2004
for the Degree of Bachelor in Work and Human Resources (Honours)
under the auspices of the Centre for Labour Studies in collaboration
with the Faculty of Economics, Management and Accountancy

IN EXERCISE of the powers conferred upon him by articles 74(5) and 75
(6) of the Education Act (Cap. 327), the Chancellor of the University of
Malta has promulgated the following bye-laws made by the Board of the
Centre for Labour Studies in virtue of the powers conferred upon it by sec-
section 81 (1) of the said Act and which have been approved by the Senate of
the University of Malta as required by section 81 (2) of the said Act:

Citation and Interpretation

1. (1) These bye-laws may be cited as the Bye-Laws of 2010 in terms of the General
Regulations for University Undergraduate Awards, 2004 for the Degree of Bachelor
in Work and Human Resources (Honours) under the auspices of the Centre for Labour
Studies in collaboration with the Faculty of Economics, Management and Accountancy.

(2) In these bye-laws, unless the context otherwise requires -

“the Board of Studies” means the Board of Studies appointed by Senate for the
Course, on the recommendations of the Boards of the Centre for Labour Studies and
the Faculty of Economics, Management and Accountancy;

“the Course” means the programme of study leading to the degree of Bachelor in
Work and Human Resources (Honours);

“the Degree” means the degree of Bachelor in Work and Human Resources
(Honours);

“the Principal Regulations” means the General Regulations for University Under-
graduate Awards, 2004.

Applicability

2. These bye-laws shall be applicable for courses commencing in October 2010 or
later.

Special Course Requirements for Admission

3. (1) To be registered as regular students in the Course, applicants shall, satisfy the
general requirements for admission as specified in the Admission Regulations.

(2) Applicants admitted under sub-paragraph (a)(iii) of paragraph (2) of regulation 2
of the Admission Regulations must be in possession of qualifications and experience
that would satisfy the Board through an interview that they have reached the academic
standard required to follow the Course with profit.

(3) Applicants admitted in terms of sub-paragraph (2) of this bye-law shall be in pos-
session of a pass in an English proficiency test as approved by the University before
being admitted to the programme, provided that applicants in possession of a Secondary Education Certificate pass at
Grade 3 or higher in English or a Pass at the same standard in a comparable qualifica-
tion, shall be exempted from sitting for the proficiency test.

(3) Applicants in possession of the Diploma in Social Studies (Industrial Relations)
with an average grade of 60% of this University, or a comparable qualification in an
area related to Industrial Relations or Labour Studies or who have obtained credits for
study-units considered by the Board to be equivalent to those in the Course may also
be admitted to the Course. Subject to the provisions of the Principal Regulations, such
applicants may be allowed by the Board to transfer these credits to the Course. The
number of credits so transferred shall not exceed 60 ECTS.

Course Duration

4. The Course shall extend over a period of three years of full-time study or five years
of part-time study.

Programme of Study

5. The Board shall publish the Course Plan at the commencement of each Course.
Subject to changes that the Board may, with the approval of Senate, be constrained to
make, students are bound to follow the study-units and obtain the credits as indicated
in the Course Plan they are following for the Degree, provided that the Course Plan is
drawn up in accordance with the relevant provisions of the Principal Regulations.

6. Students shall be required to register and obtain credits for study-units to which a
total of 180 credits are assigned.

7. Students who successfully complete the programme of studies for the first semester
of the Course to which 30 credits have been assigned and opt not to proceed with the
Course or, having proceeded, do not successfully complete the Course, shall be enti-
tled to the Certificate in Work and Human Resources.
8. Students who successfully complete the programme of studies for the first year of
the Course to which 60 credits have been assigned and opt not to proceed with the
Course or, having proceeded, do not successfully complete the Course, shall be enti-
tled to the Diploma in Work and Human Resources.

9. Students shall be allowed to proceed with the course of studies after having suc-
cessfully completed the first two years of part-time study (or one year of full-time
study when the Course is offered full-time) if they obtain an overall average mark of
60%.

Classification of the Award

10. For the purpose of the classification of the Degree, the overall evaluation of each
student's performance in the Course shall be based on the results obtained in all the
study-units with all credits awarded being weighted equally.

Special Provisions for Part-Time Courses

11. The provisions of the foregoing bye-laws shall apply mutatis mutandis to courses
followed on a part-time basis, and subject to such changes as may reasonably be
deemed by the relevant Board as necessary due to the part-time nature of the Course.

Programme Overview

Year One – 32 Credits

<table>
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<th>CODE</th>
<th>TITLE</th>
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<tbody>
<tr>
<td>WPD1102</td>
<td>Sociology of Work</td>
<td>4</td>
<td>12</td>
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<tr>
<td>WPD1121</td>
<td>Introduction to Social Sciences</td>
<td>8</td>
<td>10</td>
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<tr>
<td>ECN1200</td>
<td>Introductory Economics for Work and HR</td>
<td>4</td>
<td>11</td>
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<td>WPD1105</td>
<td>Labour Economics</td>
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Year Two – 28 Credits

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<tr>
<td>WPD1121</td>
<td>Industrial Relations</td>
<td>4</td>
<td>18</td>
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<tr>
<td>WPD1105</td>
<td>Labour Economics</td>
<td>4</td>
<td>20</td>
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<tr>
<td>WPD1104</td>
<td>Organisational Communication</td>
<td>4</td>
<td>21</td>
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<tr>
<td>WPD1102</td>
<td>The Recruitment Process</td>
<td>4</td>
<td>31</td>
</tr>
<tr>
<td>CLS1105</td>
<td>Introduction to Occupational Health and Safety</td>
<td>4</td>
<td>23</td>
</tr>
<tr>
<td>CLS1106</td>
<td>The Evolving Labour Market</td>
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<td>25</td>
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<td>MGT1944</td>
<td>Human Resource Management</td>
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Year Three – 40 Credits

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<tr>
<td>CLS2100</td>
<td>Globalisation, Work and Development</td>
<td>4</td>
<td>30</td>
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<td>CLS2101</td>
<td>The Recruitment Process</td>
<td>4</td>
<td>31</td>
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<tr>
<td>ACC2941</td>
<td>Elements of Financial Management</td>
<td>4</td>
<td>33</td>
</tr>
<tr>
<td>CLS1102</td>
<td>Group Behaviour</td>
<td>4</td>
<td>34</td>
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<tr>
<td>CLS2103</td>
<td>Performance Management</td>
<td>4</td>
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<tr>
<td>ECN2213</td>
<td>Economic Growth and Development</td>
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<td>CLS1104</td>
<td>Social Policy and the Labour Market</td>
<td>4</td>
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<tr>
<td>CLS2105</td>
<td>Education and the Labour Market</td>
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<tr>
<td>CLS2106</td>
<td>Motivation and Compensation</td>
<td>4</td>
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<tr>
<td>CLS2107</td>
<td>Collective Bargaining</td>
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Year Four – 40 Credits

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<tr>
<td>CLS2108</td>
<td>Training and Development</td>
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<td>44</td>
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<tr>
<td>CLS2109</td>
<td>Work-Life Issues</td>
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<td>IOT2301</td>
<td>Ideas and Entrepreneurship</td>
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<td>CLS2110</td>
<td>Career Choice and Development</td>
<td>4</td>
<td>48</td>
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<td>PPL3091</td>
<td>Public Enterprise Management</td>
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Sem 2

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<tr>
<td>CLS3101</td>
<td>Applied Quantitative Research Techniques*</td>
<td>4</td>
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<tr>
<td>CLS3102</td>
<td>Applied Qualitative Research Techniques*</td>
<td>4</td>
<td>53</td>
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<td>CLS3103</td>
<td>Topics in Occupational Health and Safety</td>
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<td>CLS3104</td>
<td>Employee Involvement and Participation</td>
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<tr>
<td>CLS3105</td>
<td>Organisational Design</td>
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*Elective study unit

Year Five - 40 Credits

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<td>CLS3106</td>
<td>Personality at Work</td>
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<td>Corporate Culture and Change</td>
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<tr>
<td>CLS3108</td>
<td>Work Design and Job Classification</td>
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<tr>
<td>MGT4105</td>
<td>Sustainable Enterprise</td>
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Sem 2

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<td>Managing Abuse at the Workplace</td>
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<tr>
<td>CLS3110</td>
<td>Workplace Design and Ergonomics</td>
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<td>66</td>
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<tr>
<td>CLS3111</td>
<td>Dissertation</td>
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CLS1101  Introduction to Social Sciences  8 ECTS

Study-Unit Aims:
Social science may be defined as the study of society. This unit aims to introduce students to the major components of social science. They will get an overview of how the scientific method of investigation is used to acquire and analyse data. Students will learn about major aspects of society through the lenses of psychology, sociology, politics, economics and other disciplines of social science.

Study-Unit Description:
This unit introduces students to social sciences, by presenting its methods and disciplines. The development of social systems is explored by analysing human and cultural evolution. Socialisation is viewed as an intrinsic aspect of social life. The major social structures of the family, religion and education are examined. Subsequently, the organisation of complex social systems is analysed through different forms of government and economic activities. Social stratification and minorities are given particular attention. The effects of urbanization on the environment are highlighted. The unit ends by focusing on the international dimension of societies, including international political and economic relations, international institutions and the search for peace.

Learning Outcomes:
Knowledge & Understanding
- examine the basic principles and distinguish the branches of social science
- summarise the major stages in the evolution of humans and society
- recognise the way societies function, through particular structures, governments and international relations
- identify how social order is maintained and its consequent benefits and detriments

Skills
- distinguish scientific from non-scientific methods and knowledge
- differentiate among the most important social structures
- recognise the impact that social systems have on individuals and the environment
- evaluate the way in which international structures and mechanisms interact with governments and societies

Study-Unit Readings:
Required Readings
OR

Supplementary Reading

Method of Assessment: 50% Assignment & 50% Examination (2hrs)
ECN1200 Introductory Economics for Work and HR 4 ECTS

Study-Unit Aims:
The aim is to introduce the subject of Economics to the students and cover a broad range of relevant topics which will provide them with a sound grounding in the subject.

Study-Unit Description:
This unit introduces students to economics where various micro and macro economic topics are analysed. The microeconomic topics will cover issues like demand, supply and equilibrium in markets. The theory of the firm is introduced in order to analyse production functions, cost curves and the optimal input mix. Students are given an overview of market structures and the links to monopoly and perfect and imperfect competition. The cases of public goods and externalities will also be introduced in this section. The macroeconomics segment will discuss the circular flow of income, measuring GDP and its components, equilibrium income and supply side economics.

Learning Outcomes:
Knowledge & Understanding
• analyse the basic branches of economics (micro and macro) and the prominent topics within them
• describe the concept of demand/supply/equilibrium
• explain the theory of the firm
• recognise market structures
• identify public goods and externalities
• describe the circular flow of income

Skills
• discuss relevant economic topics
• link theory with real world examples
• demonstrate the ability to condense material covered and present it to fellow classmates
• analyse economic events using the tools discussed in class

Study-Unit Readings:

Required Reading

Supplementary Readings

Method of Assessment: 30% Presentation & 70% Examination (2hrs)

WPD1102 Sociology of Work 4 ECTS

Study-Unit Aims:
The unit aims to enable students to develop a wider appreciation of the importance and value of work in modern society; and how this experience is in turn influenced by factors both at and beyond work itself. This unit examines how a person’s social relationships at work are impacted upon by cultural, economic and technological factors. The unit also seeks to help participants ground and locate their own experiences as workers in a wider theoretical and critical framework.

Study-Unit Description:
This unit introduces students to sociology of work by first delving into the nature and utility of work in society. The logic of industrialisation, from the pre industrial, to the industrial and post Industrial systems, is examined. A sociological analysis of work and industry is carried out by reviewing the classical theories of work. The relation among work, education, socialisation and social class is also analysed. This unit also deals with contemporary realities of work, such as professionalisation, technological development, globalisation and the reconciliation of work and social life.

Learning Outcomes:
Knowledge & Understanding
• analyse how the historical, economic and social dimensions of work are intertwined
• evaluate the main principles of major theories of work
• examine the nature of class in other countries and in the Maltese society
• define and discuss major Maltese work values

Skills
• critically evaluate the changes and developments occurring in the world of work
• appraise new working arrangements that enable a more effective work-life balance
• identify the human and non-human facets of work and how human technology can be deployed within a workplace setting
• examine the effects of globalisation on the relation between employer and worker

Study-Unit Readings:

Required Readings

Supplementary Readings
Method of Assessment: 40% Assignment & 60% Examination (2hrs)

WPD1123 Occupational Psychology 4 ECTS

Study-Unit Aims:
Occupational psychology is concerned with the performance of individuals at work. While workers are the most important asset of most organisations, their full potential is often not utilised. The unit introduces students to several important areas in the field of occupational psychology, aiming to familiarise students with some of the major theories and research in the study of individuals at work. The unit applies occupational psychology principles for the improvement of job satisfaction and organisational performance.

Study-Unit Description:
The unit introduces the topic of occupational psychology to beginners. It explores several salient aspects of the application of psychology to work, starting with an examination of self and personality. The notion of intelligence is highlighted as a major component of personality. The complex issue of stress at work is subsequently discussed. Students learn the importance of perception and work attitudes, such as job satisfaction and commitment. The links between motivation and performance are also explored. Finally, the unit introduces students to the notion of groups at work.

Learning Outcomes:
Knowledge & Understanding
- define the major aspects of occupational psychology
- distinguish among the various dimensions of personality
- interpret the ways in which groups function and interact within workplaces
- distinguish particular biases arising from human perception
- identify major work attitudes and link them to motivation and performance

Skills
- appraise the complex relation between the individual and the workplace
- individuate sources of stress and suggest appropriate stress management techniques
- summarise the main differences among various learning techniques and choose among them according to the needs of specific work situations

Study-Unit Readings:
Required Reading

Supplementary Readings
Study-Unit Aims:
The Employment and Industrial Relations Act (EIRA) seeks to protect workers from various forms of discrimination. The aim of this unit is to make students aware of the protection offered by law and to encourage them to promote a diverse and inclusive workforce for the benefit of all.

Study-Unit Description:
This unit discusses the importance of equality at the workplace and exposes students to the various grounds of discrimination including disability, gender, marital status, sexual orientation, religion, age, race and ethnicity. The unit makes students aware of the protection offered by law and encourages them to promote a diverse and inclusive workforce for the benefit of all.

Learning Outcomes:
Knowledge & Understanding
- explain the six main areas of discrimination
- demonstrate knowledge about the Employment Law and the Men and Women Equality Law and its relevance to discrimination
- analyse the impact and consequences of discrimination at the workplace
- Identify ways of ensuring a more inclusive work force

Skills
- identify the six main areas of discrimination
- refer to the EIRA and other related legislation which offers protection on various grounds of discrimination
- calculate the impact and consequences of discrimination at the workplace
- promote a more inclusive and diverse workforce and avoid discriminatory practices at the workplace

Study-Unit Readings:

Required Readings

Supplementary Readings

Method of Assessment: 50% Assignment & 50% Examination (2hrs)
**CLS1103  Employment Law in the Maltese and European Contexts**

4 ECTS

**Study-Unit Aims:**
The main aim is to provide students with a background on the main labour laws in the Maltese and European context.

**Study-Unit Description:**
This study-unit enables students to get an overview of the relevant legislation related to employment and industrial relations in the Maltese and European context. More specifically, the unit focuses on the Employment and Industrial Relations Act (Chapter 452) and other work related Legal Notices. EU employment-related directives are discussed and important case-law is used to focus on specific aspects of the directives. The role of the Industrial Tribunal is also examined.

**Learning Outcomes:**

**Knowledge & Understanding**
- identify the main laws and EU Directives on employment and industrial relations
- recognise the salient points of the Employment and Industrial Relations Act
- explain the role of the Industrial Tribunal and its function

**Skills**
- interpret laws that prohibit discrimination in employment
- operate within the parameters of the law using the Employment and Industrial Relations Act and its subsidiary legislation
- examine the application of employment law in real life situations through case law.

**Study-Unit Readings:**

**Required Readings**

**Supplementary Reading**

**Method of Assessment:** 50% Assignment & 50% Examination (1hr)

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**WPD1121  Industrial Relations**

4 ECTS

**Study-Unit Aims:**
The study-unit introduces students to the main actors and structures of industrial relations. It traces the historical developments and illustrates the contemporary relationship among employers, employees and the government. The study-unit evaluates the local industrial relations system within the context of the evolving industrial relations at the European level.

**Study-Unit Description:**
This unit gives an overview of the different approaches to industrial relations. It introduces students to the history and context of industrial relations, emphasising trade unions’ development and their functions. Another focus of the study unit is the way trade unions are organised and structured. The management of trade unions is viewed in the context of globalisation and multinational corporations. The impact of local government, EU and international industrial relations on trade unionism is also evaluated. The unit also examines collective bargaining and the tool of industrial action.

**Learning Outcomes:**

**Knowledge & Understanding**
- trace the evolution of industrial relations in Malta and abroad
- distinguish among the various existing approaches to social dialogue
- identify the responsibilities and perspectives of the main actors involved in industrial relations
- evaluate the main instruments used in social dialogue

**Skills**
- describe how collective bargaining is carried out in Malta
- evaluate the role of shop stewards and suggest ways of improving their contributions to industrial relations
- assess the prevalence of industrial action and how it is used by trade unions
- analyse the emerging challenges faced by trade unions in relation to multinationals and globalisation

**Study-Unit Readings:**

**Required Readings**
Supplementary Readings

Method of Assessment: 50% Assignment & 50% Examination (1hr)

WPD1105    Labour Economics    4 ECTS

Study-Unit Aims:
The aim of the study-unit is to make students aware of:
• Similarities and differences between the labour market and the market for goods and services
• What factors influence the labour market
• What causes unemployment and its effects on labour
• How institutions and the global economic environment influence the labour market

Study-Unit Description:
This study-unit covers the topic of labour economics and discusses various theories that impact labour supply and demand. The unit deals with Human Capital, wage differentials and labour market equilibrium and discusses the unions' involvement in collective bargaining and wage setting through the application of Game Theory.

The link between inflation and unemployment is discussed using the Philips curve and short and long-run situations. Students are made aware of the effects of taxation, national insurance and social benefits on labour demand and supply. Active labour market and supply-side policies are discussed, as well as different types of unemployment. Finally, the unit focuses on the local and international labour market, globalisation and labour market adjustments.

Learning Outcomes:
Knowledge & Understanding
• explain the relation between wages and human capital
• identify how work and leisure are balanced
• judge if a policy is likely to hinder labour demand or labour supply
• describe how global trends and regional employment policies influence labour market participation and unemployment rates

Skills
• apply economic theories to interpret the Maltese labour market
• interpret labour market signals
• maximise the labour rate of return
• design initiatives which re-integrate the unemployed in the labour market

Study-Unit Readings:
Required Readings
Papers and notes handed throughout the study-unit

Method of Assessment: 50% Assignment & 50% Examination (2hrs)
Organisational Communication 4 ECTS

Study-Unit Aims:
Communication is an essential element in the functioning of an organisation. This unit focuses on the knowledge, skills and competencies needed to enhance the various forms of communication within organisations. Apart from investigating the theoretical aspects of communication, this unit enables participants to practice different communication skills.

Study-Unit Description:
This unit presents the main principles of organisational communication. It starts by exploring the foundations of human communication through the notions of listening and verbal and non-verbal communication. The study then explores theories of organisational communication and discusses aspects such as ethical issues, managing information, and small group communication. The unit also includes an important practical element, seeking to develop the critical organisational communication competencies of research and writing skills, public speaking, and presentations.

Learning Outcomes:
Knowledge & Understanding
- analyse the human communication cycle
- compare and contrast the utility of verbal and non-verbal communication
- distinguish the peculiarities of communication in small groups
- classify the various forms of communication within organisations
- examine the ethical issues involved in organisational communication

Skills
- identify the various barriers to communication in order to enhance his/her communication skills
- use verbal and non-verbal communication skills more effectively
- write a well structured reports through improved research and writing skills
- design and carry out effective presentations

Study-Unit Readings:

Required Readings
Set of handouts

Supplementary Readings


Method of Assessment: 50% Assignment & 50% Presentation
CLS1105  Introduction to Occupational Health and Safety  
4 ECTS

Study-Unit Aims:
This study-unit introduces students through a theoretical and practical approach to the management of occupational health and safety. It gives an overview of the field of occupational health and safety and focuses on administrative responsibilities and essential safety standards at work place.

Study-Unit Description:
This unit introduces the major topics in occupational health and safety. It is divided in 3 sections.

The first section deals with basic safety, health knowledge and skills. It includes the following topics: introduction to safety and health; workplace safety and health liability; recruiting safety and health managers, competence, role, responsibilities and standards; safety and health representatives; safety committees; physicians, hygienists, occupational nurses and relevant other professional disciplines; safety and health policies; access and agrees of workplace staff and visitors; training workers for prevention of injury and illness.

The second section is about administrative health and safety responsibilities. It covers topics such as: contractors, workplace and production/maintenance alterations; influences on safety and human error; human factors; measuring safety and health performance; the probability of risk; purchasing and its safety and health hazards.

The third section deals with essential workplace safety and examines topics including: production and other waste – hazards, standards and compliance; air quality at work; transport safety; product safety and liability; packing and storage; plant and other noise; unsafe conditions at work; chemical safety; biological hazards; production safety management and alternative systems.

Learning Outcomes:
**Knowledge & Understanding**
- discuss the basic aspects of occupational health and safety
- refer to the main legal requirements relating to occupational health and safety
- recognise the responsibilities of human resource managers and those of other relevant occupations in safety and health

**Skills**
- establish basic policies in their own workplaces that promote higher standards of safety and health for all employees
- participate effectively at safety and health committee meetings
- provide top management with appropriate cost beneficial advice on H&S control measures

Study-Unit Readings:

**Required Readings**
Malta Health and Safety Authority Reference Materials. Website: http://www.ohsa.org.mt/

**Supplementary Readings**

**Method of Assessment:** 50% Project & 50% Examination (2hrs)
CLS1206  Research Methods and Design  4 ECTS

Study-Unit Aims:
This module will enable students to familiarise themselves with the broad aspects of research methods.

Study-Unit Description:

Themes covered for quantitative research
• Nature of Quantitative Research
• Sampling
• Structured Interviewing
• Self-completion questionnaires.
• Asking questions
• Quantitative data analysis
• Secondary analysis

Themes covered for quantitative research
• The nature of Qualitative Research
• Interviewing in Qualitative Research
• Focus Groups
• Ethnography and Participant Observation
• Language in Qualitative Research
• Qualitative Data Analysis (Grounded Theory and Thematic Analysis)

Learning Outcomes:
Knowledge & Understanding
• familiarise with different research methods used in the field of social sciences, discussing their strengths and weaknesses
• breaking down the qualitative/quantitative divide
• increase awareness about ethical issues

Skills
• develop skills and approaches necessary to the formulation of research questions
• design research strategies
• develop tools to gather and analyse data
• write a research report

Study-Unit Readings:

Required Readings

CLS1106  The Evolving Labour Market  4 ECTS

Study-Unit Aims:
The study-unit introduces students to the analysis of labour market trends through the interpretation of official labour market statistics. Labour market developments in Malta are discussed in the context of the European Employment Strategy. The study-unit focuses on a range of issues relating to the labour market, including demographic change, work-place reorganisation and emerging forms of contracts.

Study-Unit Description:

This unit examines the evolving labour market from various perspectives. It starts by discussing the role of official statistics in a democratic society and highlighting Malta's statistical infrastructure. Labour market concepts and trends, Inflation, cost of living and retail price index are introduced. The unit also explores Malta's changing demographics and delves into the emerging forms of employment contracts. An examination of Malta's unemployment, inactivity and activation policies is carried out in the context of the European Employment Strategy. Finally, the unit analysis the utility of the concept of flexicurity.

Learning Outcomes:
Knowledge & Understanding
• evaluate the contribution of objective quantitative information towards a democratic state
• analyse the controversies relating to labour market data and ways in which data can be misused
• distinguish among the different types of employment contracts, including the emerging ones
• assess Malta's evolving labour market in relation to the EU Employment Strategy
• discuss the Employment and Training Corporation's activation policies

Skills
• interpret demographic and labour-market trends in relation to EU statistics
• describe how labour market statistics are gathered by the National Statistics Office

Study-Unit Readings:

Required Readings
Various research papers

Supplementary Reading
MGT1944  Human Resource Management  4 ECTS

Study-Unit Aims:
This study-unit introduces students to the main elements constituting the discipline of Human Resource Management. It includes the application of psychological and socio-logical theories to the management of humans at work. Besides, it focuses on some of the most important tasks carried out by human resource managers.

Study-Unit Description:
Themes covered
1. Career choice and development
2. Job analysis and person specification
3. Recruitment and selection
4. Training
5. Basic counselling skills
6. Leadership
7. Employee involvement
8. Group dynamics
9. Performance appraisal
10. Design of the work environment
11. Organisational culture
12. Organisational change

Learning Outcomes:
Knowledge & Understanding
• understand some of the most important functions of human resource managers

Skills
• identify appropriate human resource techniques and adapt them to the needs of workplaces

Study-Unit Readings:
Required Readings
Set of research papers
Lecture notes

Supplementary Readings
CLS2100 Globalisation, Work and Development 4 ECTS

Study-Unit Aims:
The objectives of this study unit are to: Develop a concept of globalisation; Offer a multidimensional understanding of globalisation, including its interfacing with localisation; Address questions of causation and consequence as they apply to human resources; Nurture a historical perspective that places contemporary developments in a long-term-context; Appreciate the interplay of structure and agency, continuity and change, adaptation and resistance.

Study-Unit Description:
This unit starts by giving students a historical perspective to globalisation, emphasising the driving forces of globalisation. The reality of globalisation is examined in relation to production, governance, community and knowledge. Policy issues and globalisation are discussed in relation to security, justice and democracy. Finally, the topic of development and under development is debated.

Learning Outcomes:
Knowledge & Understanding
• assess and unpack the impact of global tendencies on local situations and conditions
• analyse the manner in which human resource policies and practices impact, and are impacted upon, by extra-territorial and extra-national developments
• interpret the strategic role of labour in the context of global / regional trade, global/ regional labour markets, and global/regional investment decisions.

Skills
• Critical and analytical skills: critique and analyse the meaning(s) of globalisation and the role of labour and human resources in its unfolding
• Diagnostic skills: examine how the decisions of key players (at home and beyond), international regulations and other regimes are brought to bear in influencing local outcomes
• Report writing skills: explain and engage with such dynamics via a properly structured and argued research report

Study-Unit Readings:

Method of Assessment: 100% Analysis Task (10 hours of work)
CLS2101  The Recruitment Process  4 ECTS

Study-Unit Aims:
A successful recruitment process is related to higher levels of organisational effectiveness. The aim of this study unit is to help students identify and implement effective recruiting strategies in order to avoid discrimination and secure the best employees.

Study-Unit Description:
This unit enables students to identify and implement effective strategies in order to recruit the best employees. Students learn how to analyse the job requirements in order to write a job description and discuss the topics of inclusion and diversity in line with the law. The unit also focuses on the services offered by the Employment and Training Corporation and private recruitment companies. The interviewing process and other tools aiding the selection process, like psychological testing and Biodata, are also evaluated.

Learning Outcomes:
Knowledge & Understanding
- describe the various aspects of the recruitment process
- identify the services offered by the Employment and Training Corporation and by private recruitment companies
- assess the utility of psychological testing, Biodata and other instruments used in the selection process
- recognise the utility of carrying out the recruitment process within the parameters of the law and in ways which enhance diversity and inclusion

Skills
- analyse the specific job needs and generate suitable adverts in order to attract the right candidates for the specific job
- carry out the selection process through proper short-listing, interviewing and the use of other instruments
- examine the effectiveness of the recruitment process and outcome

Study-Unit Readings:

Required Readings

Supplementary Readings


Method of Assessment: 100% Assignment
ACC2941  Elements of Financial Management  4 ECTS

Study-Unit Aims:
Students are introduced to the fundamental financial principles and practices as applicable to the field of work and human resources.

Study-Unit Description:
This study-unit introduces students to the fundamental financial principles and practices as applicable to the field of work and human resources. Through this unit, students learn about basic financial analysis and investment decisions. They are also given the opportunity to focus on short, medium and long term financial planning and to discuss working capital management.

Learning Outcomes:
Knowledge & Understanding
• have a sound basic understanding of financial management and capital budgeting
• read and analyse financial reports
• make decisions about investments
• explain financial plans
• demonstrate knowledge about working capital

Skills
• deal with financial plans and decisions
• compare investment decisions
• analyse financial planning
• calculate and manage working capital

Study-Unit Readings:
Required Reading

Method of Assessment: 100% Examination (2hrs)

CLS2102  Group Behaviour  4 ECTS

Study-Unit Aims:
Groups are a fundamental reality within organisations. This unit aims to further the students' knowledge of group behaviour by analyzing group theory and studying the dynamics of groups within organisational settings.

Study-Unit Description:
This unit introduces students to the nature of groups. Students learn the meaning of group structure and development. The influence and power within groups in different organisations are examined. This unit explores group performance and conflict by reference to case studies. Various aspects of organisational groups are discussed so that students get a deep and comprehensive understanding of group behaviour.

Learning Outcomes:
Knowledge & Understanding
• describe the different aspects of group structure
• recognise the importance of group roles
• classify the various stages of group development
• distinguish the major types of groups within work organisations

Skills
• determine the appropriate composition of groups
• distinguish and manage the specific difficulties associated with different stages of group development
• enhance group performance through interventions such as conflict management
• facilitate the performance of organisational groups

Study-Unit Readings:
Required Reading

Supplementary Readings

Method of Assessment: 40% Presentation & 60% Examination (2hrs)
CLS2103  Performance Management  4 ECTS

Study-Unit Aims:
Employee performance is a key ingredient of organisational effectiveness. An organisation needs to know how well its workers are performing through an integrated performance management system, linking employee performance with the organisation’s operational activities and strategies. This study unit aims to impart the basic knowledge and skills needed to measure employee performance against set targets and identify remedies when such targets are unmet.

Study-Unit Description:
This unit focuses on the nature of performance management and its contribution for achieving and maintaining organisational effectiveness. The unit teaches students how to develop and implement the appropriate performance appraisal system according to the requirements of specific organisations. Performance management skills are highlighted. Finally, students are introduced to strategy maps and the balanced scorecard.

Learning Outcomes:
Knowledge & Understanding
• define the meaning of performance management and evaluate its scope
• assess the link between employees’ performance and the overall organisational performance
• distinguish different types and uses of performance appraisal systems
• describe the weaknesses of ineffective performance appraisal systems

Skills
• choose among the various alternative models of performance appraisal systems according to the specific needs of an organisation and cultural context
• overcome particular barriers which may crop up in the implementation of performance management systems
• link the outcomes of performance appraisal systems with employee motivation and compensation, training and organisational performance
• evaluate the outcomes of performance management in order to improve the process

Study-Unit Readings:
Required Readings

Supplementary Reading


Method of Assessment: 50% Presentation & 50% Examination (2hrs)
ECN2213 Economic Growth and Development       4 ECTS

Study-Unit Aims:
This unit aims to further the students' knowledge of economic growth and development by analyzing the sources of growth and structural change and the major debates that have arisen around them. The unit also examines more formal approaches to development and early theoretical models and their inter-relationships.

Study-Unit Description:
This unit discusses development, structural change and economic growth and analysis the impact these may have on human resources. The unit examines the formal approaches to development, the early theoretical models and their inter-relationships. It also reviews the more recent technical changes and technological policies. Labour transfer, population, labour markets and the issue of poverty are also discussed in the context of an open economy and strategy of adjustment.

Learning Outcomes:
Knowledge & Understanding
• recognise the shift from the classical emphasis of economic growth to recent concerns with efficiency and distributional issues
• describe the inter-relations between development, technology, population and labour markets
• recognise the important role that education and technology have on human resources
• determine what constitutes economic growth and development

Skills
• discuss the different perspectives on development, such as structuralism, dependency theory and the neoclassical approach
• distinguish between economic growth and distributional issues
• classify the principal growth models

Study-Unit Readings:

Required Readings

Supplementary Readings


Method of Assessment: 100% Examination (2hrs)
CLS2104  Social Policy and the Labour Market  4 ECTS

Study-Unit Aims:
The aim of the study unit is to make students aware of the role of social policy in the distribution of resources and in fulfilling the economic and social rights of citizens.

Study-Unit Description:
The unit examines the theoretical perspectives that shape social policy and gives a historical overview of the origins of Welfarism in Europe and in Malta. Students are also introduced to the three worlds of welfare capitalism. The provision of social welfare in Malta and in other countries are discussed. Social policies are also analysed through the gender, sexual orientation and race lens. Finally, the future of the welfare state is debated.

Learning Outcomes:
Knowledge & Understanding
• comprehend the basic components of the different ideologies of welfare
• evaluate the different interpretations of social justice
• identify the role of social policy in the distribution of resources and in fulfilling the economic and social rights of citizens
• analyse the challenges faced by social policy in relation to social trends

Skills
• evaluate how social policy is used to distribute resources and how it can fulfill the economic and social rights of citizens
• compare the different types of social welfare regimes
• distinguish among the various provisions of social welfare in Malta
• identify the policy trends in Malta's social welfare regime

Study-Unit Readings:
Required Reading

Supplementary Reading

Method of Assessment: 100% Examination (2hrs)

CLS2105  Education and the Labour Market  4 ECTS

Study-Unit Aims:
While acknowledging the necessary and inevitable link between education and the economy, this study unit will engage in a critical discussion about how strong or loose is, or should be, the bond between schooling and the world of work. It will provide an insightful perception of how the worlds of education and work impinge on each other.

Study-Unit Description:
This study unit introduces students to the links between education, the labour market and the economy. It enables students to gain insights into educational theory and the holistic model of the ideal worker/learner. The unit gives an overview of the existing educational opportunities available for persons living in Malta. It evaluates the intricacies of matching competence demands and skill supplies within the labour market and delves into the transition from school to work.

Learning Outcomes:
Knowledge & Understanding
• evaluate the correlation between level of education and economic development
• gain insights into educational theory
• reflect critically on the developments in education and the world of work
• raise his/her level of awareness about the complicated nature of the transition from school to work

Skills
• describe the holistic model of the ideal worker learner
• identify the existing educational opportunities available for persons living in Malta
• describe the prime task of schooling
• appraise the intricacies of matching competence demands and skill supplies within the labour market

Study-Unit Readings:
Required Readings

Supplementary Readings

Method of Assessment: 100% Assignment
CLS2106 Motivation and Compensation 4 ECTS

Study-Unit Aims:
This study-unit covers the nature of employee motivation and the management of rewards. It examines current theory and practice and analyses motivation, performance and reward issues as well as addresses solutions to a number of challenges. The study-unit draws on a wide range of theories, models and practices deriving from disciplines including organizational psychology, management and sociology. It takes a pluralist, multi-stakeholder perspective to these areas.

Study-Unit Description:
This study unit enables student to examine the processes and practices associated with employee motivation and contemporary reward management. It draws from various theories and practices, and links skills, capabilities and performance to wages and other compensatory mechanisms. This unit also enables students to construct classification structures using job families based on employee skills and capabilities, in order to derive just reward solutions based on performance and merit.

Learning Outcomes:

Knowledge & Understanding
- evaluate the major theories of motivation in terms of employees and organisations
- analyse the concepts of merit-based pay and performance-based pay
- discuss the various forms of compensation
- identify the links between organizational strategy and compensation practices
- assess the social context of compensation practices.

Skills
- use job analysis data to evaluate jobs in relation to compensation
- link skills, capabilities and performance to wages and other compensation mechanisms
- construct classification structures using job families based on employee skills and capabilities
- build basic merit-based and results-based reward systems

Study-Unit Readings:

Required Reading

Method of Assessment: 100% Assignment

CLS2107 Collective Bargaining 4 ECTS

Study-Unit Aims:
This study-unit explores the effectiveness and limitations of negotiations and collective bargaining as a structure to reduce and resolve conflict. It examines the relevant developments at the national and European levels. Students are taught the basic skills used in the collective bargaining process.

Study-Unit Description:
This unit builds on unit WPD1121 and examines in depth the nature and practice of collective bargaining.

The first part of the unit examines collective bargaining from a macro perspective. The history and principles of collective bargaining are explained. This is followed by an examination of the developments in collective bargaining systems across Europe. The trends in collective agreements and their coverage are reviewed.

The second part of the unit focuses on collective agreement from a micro perspective. The collective bargaining process is discussed. One of the focuses is the application of game theory in collective bargaining. Students are also given the opportunity to practice collective bargaining skills.

Learning Outcomes:

Knowledge & Understanding
- discuss the utility of collective bargaining
- measure the scope of collective bargaining in Malta and abroad
- distinguish the salient aspects of the collective bargaining process
- evaluate the ethics of conciliation/mediation in social dialogue
- distinguish among the different mechanisms of dispute resolution

Skills
- refer to the laws relating to collective bargaining and dispute resolution
- make use of case studies relating to collective bargaining
- practice the basic skills of persuasion to influence and reconcile disputing parties
- carry out joint problem solving and facilitation among two parties

Study-Unit Readings:

Required Readings

Supplementary Readings

Method of Assessment: 50% Practical & 50% Examination (2hrs)

CLS2108 Training and Development 4 ECTS

Study-Unit Aims:
This unit examines the theories, practices and debates associated with human resource training and development. It explores the different conceptions of learning and skill and examines training needs assessment, delivery and evaluation. These aspects are explored within the context of human resource performance management and overall organisation management. Attention is also given to the issues of succession planning.

Study-Unit Description:
This study unit allows students to examine the links between human resources development and individual career and professional development using the Human Capital Theory and other models. It enables students to identify training priorities and plan training programmes towards career and continuity management. Students also learn how to calculate the return of investment from such training.

Learning Outcomes:
Knowledge & Understanding
• compare and contrast definitions and models of human resource development
• evaluate the need for human resource development and the potential advantages for individuals and the organisation
• understand the role of continuous learning and development

Skills
• demonstrate the links between human resources development and individual career and professional development
• analyse Human Capital theory and the creation of value
• identify training priorities and device strategies for training
• plan training towards career and continuity management
• calculate the return of investment through training

Study-Unit Readings:
Required Readings

Method of Assessment: 100% Assignment
CLS2109 Work-Life Issues 4 ECTS

Study-Unit Aims:
This study unit will make students aware of the work life needs of workers and will help them identify new ways of working that integrate better the organisational and personal needs.

Study-Unit Description:
This study-unit makes students aware of the work-life needs of workers and helps them identify new ways of working that integrate better the organisational and personal needs of employees during their life course. Various theories are introduced to explain the nature of gendered organisations. Telework and various types of family related leave are discussed. Finally, the unit delves into innovative ways of working that meet the needs of the 21st century workers.

Learning Outcomes:
Knowledge & Understanding
- explain the theory of gendered organisations
- analyse the work life needs of workers during their life course
- analyse how current work practices impact on workers and on the organisational effectiveness
- identify current policies that enable work life balance (parental, maternity, paternity and other family related leave)
- demonstrate knowledge about Telework

Skills
- identify how gender impacts on the organisation and on work practices
- value the needs of workers during their life course (for example whilst studying, bringing up the children, caring for the elderly or the sick in the family, etc)
- apply the legal provisions that enable workers to balance family and work
- find innovative ways of working that integrate the organisational needs with the personal needs of the workers (men and women) during their life course
- implement a teleworking policy

Study-Unit Readings:

Required Readings

Supplementary Readings

Method of Assessment: 40% Presentation & 60% Examination (2hrs)
IOT2301 Ideas and Entrepreneurship 4 ECTS

Study-Unit Aims:
This study unit aims at fostering an entrepreneurial mindset among students by facilitating their development into proactive, flexible and creative thinkers who are able to identify and exploit opportunities in organisational contexts.

Study-Unit Description:
This unit introduces students to the concepts of creativity, innovation and entrepreneurship within organisations, and their importance for the generation of new ideas, services and processes. Students learn the skills to identify opportunities in a changing environment through creative and innovative solutions that meet the needs of the workers and the organisation.

Learning Outcomes:
Knowledge & Understanding
- explain the links between creativity, innovation and entrepreneurship
- demonstrate the use of creative thinking tools and techniques for idea generation
- outline ways in which ideas could be encouraged and managed within an organisation
- describe the key components of a venture plan

Skills
- generate ideas for new products, services, processes, etc.
- formulate a strategy for the implementation of an idea into a new or existing enterprise
- identify opportunities rather than threats in the changing environment

Study-Unit Readings:

Method of Assessment: 70% Assignment and 30% Presentation

CLS2110 Career Choice and Development 4 ECTS

Study-Unit Aims:
This study-unit enables students to understand the meaning and implications of career choice and career development. It includes a strong theoretical overview of the subject, coupled by practical examples of how career interventions are carried in real life by individuals, employer organisations and employment agencies.

Study-Unit Description:
This unit presents the concept of ‘career’ through various theories of career choice and development. The general topics of career education and guidance within the educational system, and public and private career guidance services for adults are discussed. Subsequently, attention is given to the job interview, an important stage in career development. The early career outcomes of graduates are investigated on the basis of local and foreign research. Careers within organisations are also explored, giving particular attention to career management interventions. Finally, the future of career management is debated.

Learning Outcomes:
Knowledge & Understanding
- discuss career theories and evaluate their relevance to the local context
- differentiate among the various aspects and stages of career development
- identify how careers develop within organisations and distinguish potential career barriers
- evaluate the main dynamics involved in the early career stages of graduates

Skills
- individuate the sources of career aid that can be used by persons in Malta throughout the different stages of their lives
- guide job seekers on preparing for and performing during the job interview
- recommend ways of improving the early career outcomes of graduates in Malta
- assess the relevance of various career interventions that can be carried out within organisations

Study-Unit Readings:
Required Readings

Set of research papers
Supplementary Readings

Method of Assessment: 100% Examination (2 hours)

PPL3091 Public Enterprise Management 4 ECTS

Study-Unit Aims:
This study unit will:
• provide students with a clear, concise and comprehensive introduction to the management skills of public managers required, and
• examine the changing context of public service management.

Study-Unit Description:
This learning unit explores and evaluates the nature of the public sector and the theoretical concepts and practical techniques on which its management is based. It critically examines important new developments and the associated challenges in a period of change management. Real life managerial implications of relevant issues are discussed.

Programme:
Public sector organisations have witnessed a remarkable change in the structure and culture in Malta. The two decades up to the 1990s were periods when attempts were made to modify public sector organisations to make them more efficient and effective. What is new or different in more recent developments?

There has been a widely perceived need for changes in the manner of delivery and organisational culture of the public services, particularly for less insularity and greater attentiveness to customer satisfaction. Taken in conjunction with the uncertainties engendered by a rapidly changing environment, this called for a reappraisal of the suitability of dominant bureaucratic structures, in favour of more flexible adaptive and innovative organisational forms (Lawton and Rose, 1991).

The Public sector is facing a radically changing environment by the rapid development in information and communication technologies. The philosophies sustaining change are different. Whereas the concepts of unity, cooperation, increased size were attempts to change the public sector, the concepts are now different. The present themes are of decentralisation, ‘competition and markets’ efficient strategies, reduction in size, emphasis on ‘proper’ (private) management practices, consumer orientation and performance measurements. The study-unit attempts to tackle these issues highlighted above and bring concrete examples to these themes.

Study-Unit Readings:
Lane, J., (1999), New Public Management, Routledge, UK.
Lawton, A. & McKevitt, D., (1996), Case Studies in Public Services Management,
Method of Assessment: 80% Examination and 20% Assignment

CLS3101 Applied Quantitative Research Techniques 4 ECTS

Study-Unit Aims:
The unit equips students with the basic statistical concepts and techniques used in the quantitative study of social phenomena. It trains students in the use of the Statistical Package for the Social Sciences (SPSS).

Study-Unit Description:
This unit focuses on the various essential aspects of quantitative research, including: summarizing the data, the shape of a distribution, comparing samples and analyzing relationships. Some major parametric and non-parametric tests are examined. The unit includes a strong practical element, through which students learn how to use the Statistical Package for the Social Sciences.

Learning Outcomes:
Knowledge & Understanding
• discuss the strengths and limitations of quantitative research methods
• differentiate among the various sampling techniques
• assess the utility of different types of data in quantitative research
• distinguish basic statistical techniques useful to analyse quantitative data

Skills
• construct surveys that lend themselves to statistical analysis
• input survey data into a computer and clean it for analysis with SPSS
• select the appropriate statistical techniques to examine quantitative data
• use SPSS in the analysis of quantitative data
• write up research results in a clear format

Study-Unit Readings:

Required Reading

Supplementary Reading

Method of Assessment: 100% Practical (3 hours)
CLS3102 Applied Qualitative Research Techniques 4 ECTS

Study-Unit Aims:
Data analysis is a fundamental aspect of qualitative research. This unit imparts students with in-depth knowledge of various analysis techniques including computer aided qualitative data analysis software such as NVivo.

Study-Unit Description:
This unit focuses on the analysis of qualitative research which is a fundamental step in the research process. A special focus is placed on Thematic Analysis and Grounded Theory. Students are introduced to Computer Aided Qualitative Data Analysis (CAQDAS) like NVivo. The principles of writing and presenting qualitative research are also included in this unit.

Learning Outcomes:
Knowledge & Understanding
- distinguish among different qualitative research designs
- identify the strengths and limitations of qualitative data
- decide how to categorise qualitative data in meaningful clusters
- compare and contract results derived from qualitative data with secondary data

Skills
- gather data which lends itself to qualitative research analysis
- select the most appropriate technique for analysing qualitative data
- code and analyse qualitative data (transcripts, audio, video etc)
- identify and use software to analyse qualitative data
- write up the research results

Study-Unit Readings:

Required Readings

Supplementary Readings
NVivo workbook set - Available online from QSR International

Method of Assessment: 100% Practical (3 hours)

CLS3103 Topics in Occupational Health and Safety 4 ECTS

Study-Unit Aims:
This study-unit introduces students to specific topics in occupational health and safety. It builds on CLS1104 (Introduction to Occupational Health and Safety) by providing a process for the student to establish acceptable standards of health and safety for people at work, through proper recording systems, managing workers’ health and dealing with emergency situations.

Study-Unit Description:
This builds on the unit CLS1105 and covers in depth three major topics in occupational health and safety.

The first topic discussed in this unit is recording systems, dealing with: safety administrative recording systems; health administrative recording systems; accidents and cause investigation principles; providing evidence based information for court cases; workplace audits and employee support; inspections, testing, measurements and monitoring.

The second topic covered in this unit is worker health, dealing with issues such as: first aid at work; promotion of health at work; vulnerable and mentally and physically challenged workers.

The third topic examined in this unit is disaster, emergency preparedness and response.

Learning Outcomes:
Knowledge & Understanding
- assess the value of hazard and risk at the place of work
- analyse specific legal requirements relating to occupational health and safety

Skills
- organise a functional system which supports workers’ health
- support the safety team as well as guide top management to ensure compliance, improve and maintain workplace safety, health and well-being
- provide the relevant national authorities with records and investigations of accidents to meet regulatory compliance requirements
- establish appropriate employee training, monitoring and emergency requirements

Study-Unit Readings:

Required Readings
Government of Malta (2000). Occupational Health and Safety Authority Act (Chapter
Malta Health and Safety Authority Reference Materials. Website: http://www.ohsa.org.mt/

Supplementary Readings

Method of Assessment: 50% Examination (2 hours) and 50% project

CLS3104 Employee Involvement and Participation 4 ECTS

Study-Unit Aims:
The study unit will investigate employee involvement practices, and relate these to the existing academic literature on the subject. The study unit will explore high performance work practices and document strategies to harness employee potential and integrate them into business strategy, whilst aligning employees’ interests with those of their organisation.

Study-Unit Description:
This unit starts with a historical appraisal of employee involvement and participation both in Malta and abroad. Human resource management practice and participation models are evaluated. Among others, the various types of decision making in organisations are discussed. Finally, the industrial structures and legal framework within which employee involvement takes place are explored.

Learning Outcomes:
Knowledge & Understanding
• identify the different types of decision making models used in organisations
• distinguish among the different possible types of employee involvement
• explain the challenges that are associated with involvement
• describe the major principles of empowerment

Skills
• assess human resource decision making from a systemic, strategic -perspective
• evaluate the application of different methods of organisational decision making
• apply the salient laws relating to employee involvement at the place of work
• assess the utility of low level and high level employee involvement

Study-Unit Readings:

Method of Assessment: 50% Assignment and 50% Presentation
Study-Unit Aims:
This unit enables students to widen their knowledge about the various designs and scopes for which organizations are set up. It investigates how particular organisations operate, the way decisions are taken and how such organisations react to their environment. With the help of case studies, the unit delves into the underlying regulations, norms and policies that affect the way in which specific types of organisations act and strive to achieve their aims.

Study-Unit Description:
This unit increases the students' awareness of the different organisations and their set up. The unit focuses on limited liability companies, cooperatives, non governmental organisations and social enterprises, amongst others. Students receive a critical overview of the legislations that govern these different types of organisations and how they operate. Through case studies, students discuss the strengths and weaknesses of particular organisational designs and evaluate the role and dynamics of human resources within such organisations.

Learning Outcomes:
Knowledge & Understanding
• discuss the basic similarities and differences in an array of organisational setups
• have a working knowledge of Company Law
• appraise through theoretical and experiential methods the day to day functioning of, micro-enterprises, small and medium enterprises, cooperatives, non-governmental organisations and social enterprises.
• evaluate the role and dynamics of human resources depending on the type of organisation

Skills
• identify the strengths and weaknesses of particular organisational designs
• specify the important aspects to be examined in order to arrive at the most effective organisational design according to the aims
• summarise the main steps in the setting up and evaluation of particular organisations

Study-Unit Readings:

Required Readings

Supplementary Readings

Method of Assessment: 50% Examination (2 hr) and 50% Presentation
Study-Unit Aims:
The human personality inevitably affects behaviour at work and, consequently, organisational effectiveness. This unit examines the application of different concepts and dimensions of personality to work settings. It includes strategies for measuring personality at work.

Study-Unit Description:
This unit examines the notion of personality and discusses the interactions of personality and places of work. In order to acquire greater depth into personality theory, various approaches in the study of personality are discussed. A special focus is placed on trait theories, which are particularly useful in understanding the role of personality in organisations. Students are given an overview of the basic skills needed when measuring personality in organisational settings. The links between personality and counter-productive workplace behaviour are explored. Finally, the unit delves into some major emerging trends and needs in personality research.

Learning Outcomes:
Knowledge & Understanding
- trace the origins and justify the relevance of the study of personality
- evaluate the impact of different personalities on work productivity
- explain the various theoretical schools investigating personality
- distinguish the salient components of scientific testing
- identify the trait components of counter productive behaviour at work

Skills
- assess the utility of trait theories in categorising and understanding personality dimensions at work
- choose among different tools to measure personality at work
- administer and interpret some basic personality tests to capture particular traits at work

Study-Unit Readings:
Required Readings

Supplementary Readings

Method of Assessment: 100% Examination (2 hrs)
CLS3107 Corporate Culture and Change  4 ECTS

Study-Unit Aims
Corporate culture is based on norms, assumptions and shared values which are manifested through organisational behaviour. An understanding of corporate culture is essential in order to bring about positive change. The aim of this study unit is to examine the impact of culture and climate on organisations by delving into the different layers of corporate culture and analyse the links among them.

Study-Unit Description
Understanding culture and climate are fundamental for implementing organisational change. This study-unit examines the impact of culture and climate on organisations and explores the link between them. It delves into the assumptions and values that shape organisational culture and examines the effects that these have on work practices and decisions. The unit also discusses the issue of Corporate Social Responsibility (CSR) and the international dimension of corporate culture.

Learning Outcomes
Knowledge & Understanding:
• explain what is organisational climate and culture
• analyse the visible symbols, behaviours and rituals within organisations
• analyse the values and beliefs of organisations (invisible symbols)
• compare organisational cultures through an examination of multinational corporations
• reflect on the future of organisational cultures
• identify the values and assumptions that give rise to working practices
• explain the contributions of corporate social responsibility to organisations & society

Skills
• assess organisational cultures and climate
• discuss the future of organisational cultures
• apply techniques that bring about cultural change

Study-Unit Readings:

Method of Assessment: 50% Assignment & 50% Presentation (.5hrs)

CLS3108 Work Design and Job Classification  4 ECTS

Study-Unit Aims:
This study-unit aims to:
• develop a better understanding of what exactly is an organisation, how it functions and how it improves efficiency in the execution of tasks and goals.
• foster a keener appreciation of the contribution of skill, culture and status to organisational life.

Study-Unit Description:
This unit starts by discussing the nature of organisations, including administration, production, marketing and so on. The organisation of work, consisting of work control, job hierarchies, organigrams, and bureaucracy, is also examined. Students learn about job classification, the Shamrock organization, organisational types and cultures, and the impact of technology on skills. Finally, occupations and professionalisation are analysed, with a particular focus on the tensions between occupational groups. The unit includes case studies of selected organizations.

Learning Outcomes:
Knowledge & Understanding:
• evaluate how specific jobs are designed, both in isolation and in relation to a collectivity of employee/workers
• identify lines of responsibility and accountability, and their intended effective operation
• discuss the main features that distinguish professional workers as a separate occupational group
• identify the reasons behind tensions between different groups of workers

Skills
• explain the social, political, technical and managerial processes leading to the construction/identification of skills, tasks, job profiles, occupations and professions in different places of work and employment
• critique and design organisations with a view to achieving specific goals
• evaluate the ‘goodness of fit’ between individuals and the organisations in which they are meant to operate

Study-Unit Readings:
Required Readings
**Supplementary Readings**


**Method of Assessment:** 40% Assignment, 30% Examination (1 hour) and 30% Report

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**MGT4105 Sustainable Enterprise 4 ECTS**

**Study-Unit Aims:**
- To foster an understanding of the principles of sustainability and their impact on management of organisations
- To highlight the roles and responsibilities of managers working in a globalised environment and to explore different approaches to ‘going-green’ and eco-friendly approaches adopted by different organizations (such as NGO’s and community initiatives).
- To explore the interconnection between the social, economic and environmental well being of an organization.
- To explore more holistic approaches to management

**Study-Unit Description:**
Sustainable approaches to the environment, heritage and community are gaining importance in an increasingly globalised world, affecting different sectors of society. Organizations and managers recognize the need to place more emphasis on sustainable processes and ethical practices, corporate social responsibility, and eco-friendly approaches within the larger global environment. Awareness creation also touches upon sustainable practices, leadership skills, community initiatives, the role of civil society and NGO’s as well as the involvement of various stakeholders, with a view to safeguarding and enhancing future opportunities. An exploration of the interconnection between the social, economic and environmental well being with an exploration of traditional systems and alternative approaches to management will offer a more holistic view on alternative management skills and styles. This course will also include some examples of good practice to explore how different organizations thrive on change and technological innovation.

**Learning Outcomes:**

**Knowledge & Understanding**
- identify sustainable issues
- adopt the principles of sustainability within their own organisation
- understand the relationship between different stakeholders
- understand the responsibilities within enterprise to embrace a more sustainable approach to management at all levels.

**Skills**
- adopt a sustainable approach to management
- manage community initiatives
- enhance an eco-friendly work environment
- offer support to and/or manage voluntary organisations

**Study-Unit Reading:**

**Method of Assessment:** 100% Examination (2 hrs)
CLS3109  Managing Abuse at the Workplace  4 ECTS

Study-Unit Aims:
The aim of the study unit is to make students aware of the many forms of abuse by both workers and employers that could arise at the workplace. This unit offers ideas on how to deal with deviance at work.

Study-Unit Description:
This unit makes students aware of the different types of organisational deviance and how they can deal with them. It focuses on various possible grounds of deviance like alcohol and drug abuse, violence and aggression, bullying and emotional abuse, sexual harassment and romance. It also explores web usage including chat rooms, social networks and pornography. The issues of theft, low quality work, absenteeism, sick leave and abuse on the part of the employer are discussed. The value of telling the truth, and proper investigation and termination procedures are also investigated.

Learning Outcomes:
Knowledge & Understanding
• recognise various forms of deviance at work
• demonstrate the ability to deal with deviance and abuse
• determine where they can seek help
• understand the importance of written policies to deal with abuse

Skills
• investigate cases of abuse
• analyse the impact of the abuse on the worker and the organisation
• deal with various situations arising from deviance at work appropriately
• draw policies related to abuse

Study-Unit Readings:

Required Reading

Supplementary Readings

Method of Assessment: 50% Assignment and 50% Presentation

CLS3110  Workplace Design and Ergonomics  4 ECTS

Study-Unit Aims:
The study-unit introduces the fundamental principles of human factors, and develops an understanding of the nature and application of these principles to the Human Resource and work environment interaction. The study-unit helps students understand the theoretical bases for ergonomics planning and review; as well as understand the requirements for safety, the concepts of risk, risk assessment and risk management.

Study-Unit Description:
This unit examines the nature and relevance of workplace design and ergonomics. It introduces students to the science of ergonomics, ergonomic models and systems, and to physiology. Human interaction with the environment is discussed. Students are also given the opportunity to learn about task evaluation and workplace design principles. Finally, relevant regulations and codes of practice are analysed.

Learning Outcomes:
Knowledge & Understanding
• recognise the challenges that people bring to systems design
• evaluate ergonomic and environmental factors that influence human performance
• explain the fundamental principles of ergonomics
• link human error to ergonomics and the design of the work environment

Skills
• interpret and apply the basic legal requirements of workplace health and safety in Malta
• appraise the balance between human safety, performance, and cost, and be aware of tools that will assist in justifying the final balance
• demonstrate an introductory knowledge of assessment tools assisting in the application of human factors at the work place

Study-Unit Readings:

Required Reading

Supplementary Readings

Method of Assessment: 50% Assignment and 50% Presentation
CLS3111  Dissertation  16 ECTS

Study-Unit Aims:
The unit aims to allow students to develop their ability to plan and carry out an independent research project about a topic related to the degree. Students are given the opportunity to explore a specific area of interest and develop further their skills of individual research and focused analysis.

Study-Unit Description:
This study-unit allows students to develop their ability to plan, carry out and write an independent research project about a topic related to the degree. Students are given an overview of the different stages of the research. Discussions follow on writing a proper literature review and designing the research project using the most appropriate methodology. The unit delves into the presentation and analysis of findings in the light of the literature review. Students are encouraged to reflect on the limitations of the study and make ethical considerations in line with university and professional guidelines. Students also learn how to draw conclusions and make recommendations from their findings.

Learning Outcomes:

Knowledge & Understanding
- demonstrate in-depth knowledge of a particular subject related to work and human resources
- compile one or more research questions to clarify a topic of investigation
- evaluate any ethical issues involved in their research
- discuss their new findings and combine them with secondary research

Skills
- demonstrate academic writing skills by writing a dissertation based on the structure of research papers
- critically analyse secondary data derived from various sources
- choose, justify and describe the appropriate research methodology to answer the research question/s
- utilise adequate qualitative and/or quantitative research skills to answer research question/s

Study-Unit Readings:

Required Reading

Supplementary Readings

Method of Assessment: 100% Dissertation