

## **BHM348 EMPLOYEE RELATIONS AND COUNSELLING**

### **Academic Year 2012/13**

Number of Aston Credits: 15

Number of ECTS Credits: 7.5

### **Staff Member Responsible for the Module:**

Mr Peter Reddy, Life and Health Sciences  
Main building south Wing 616 Ext: 4076  
Availability: office hour appointments are bookable online:  
<https://wass.aston.ac.uk/wass/pages/login.page.php>  
or contact the Work & Organisational Psychology Group administrator  
Mrs Jenny Thompson, South Wing 802, Ext: 3257

### **Other Staff Members Contributing to the Module:**

Mrs Kathy Daniels, Sessional Lecturer,  
Work & Organisational Psychology Group  
Email: [k.daniels172@btinternet.com](mailto:k.daniels172@btinternet.com)  
Availability: Email for an appointment  
Or contact the Work & Organisational Psychology Group administrator  
Mrs Jenny Thompson, South Wing 802, Ext: 3257

### **Pre-requisites for the module:**

None

### **Mode of Attendance:**

On Campus

### **Module Objectives and Learning Outcomes:**

By the end of this module, students will be able to:

1. Describe and critically evaluate the basic concepts, theories and perspectives of employee relations.



2. Understand the roles and functions of different groups in the employment relationship.
3. Demonstrate appropriate people management skills to manage conflict situations effectively.
4. Critically evaluate theories and models of Counselling at Work.
5. Understand theories of vocational development and choice.
6. Understand practice and theoretical issues in provision of executive coaching at work.

### Module Content:

- Week 1:** What is the employment relationship? Key concepts, theories and perspectives
- Week 2:** The local and national context of employee relationships
- Week 3:** The process of negotiation and collective bargaining, conflict resolution and change management
- Week 4:** Employee involvement and participation, employee engagement, communication and diversity management
- Week 5:** Theory and Practice of Workplace Counselling I
- Week 6:** Theory and Practice of Workplace Counselling II
- Week 7:** Vocational Psychology
- Week 8:** Executive Coaching: Methods and Issues
- Week 9:** Preparation of coursework
- Week 10:** Hand in coursework

There will be two workshops which will be focused on (1) the process of managing conflict (in this workshop the practical skills required to manage disciplinary situations, to negotiate, to listen and to communicate effectively will be addressed), and (2) Skills for Counselling (in which students will develop skills in active listening, reflecting, and empathizing).

### **Corporate Connections:**

An experienced practitioner, who worked for many years in a unionized manufacturing environment, teaches on the first half of the module. The lecturer sits on employment tribunals, and hence is able to bring an extensive knowledge of difficulties that occur in the employment relationship.

For the second half, teachers with experience of counseling, coaching, and vocational guidance are able to bring real-life experience to the lecture sessions.

### **International Dimensions:**

Comparative examples are used within the module content to illustrate similarities and differences within employee relations systems on an international basis.

Students are encouraged to explore internal examples and critically analyse the applicability of dominant Western approaches. Articles from internal journals are utilised on the reading list.

In respect of vocational development, the notion of a career is critiqued from an international perspective.

### **Contribution of Research:**

Research and case-study evidence are core to all aspects of the module.

### **Method of Teaching:**

There are weekly lectures, all of which will contain the opportunity for discussion and group work.

The workshops are designed to develop transferable skills and will run as interactive participatory days.

### **Method of Assessment and Feedback:**

#### **1. Coursework essay: 45%.**

This is a practical based piece of work, requiring students to apply the knowledge they acquire throughout the lectures.

#### **2. Exam 45%**

An unseen, essay-based examination on the content of weeks 5-8 of the module.

### 3. Workshop Skills Portfolio (10%)

The portfolio will contain some combination of on-day assessed activities (e.g. worksheets, observations, evaluations) and an individual reflection on learning from the module and the skills workshop. In this reflection students will be asked to identify the skills that they need to develop further, and identify why these identified skills are necessary in the workplace. It will be submitted with the coursework assignment.

#### Learning Hours:

Contact hours	27
Class/workshop preparation	17
Directed learning/additional reading	60
Private study/coursework preparation	32
Workshop	14
<b>Total</b>	<b>150</b>

**The following essential and recommended readings are subject to change. Students should not therefore purchase textbooks prior to commencing their course. If students wish to undertake background reading before starting the course, many of the chapters/readings are available in electronic form via on-line library catalogues and other resources.**

#### Essential Reading:

Daniels, K (2006) *Employee Relations in an Organisational Context*, London: CIPD Publishing

#### Plus combination of material from:

McLeod J. (2009) *An Introduction to Counselling*. London. OUP.

McLeod J. (2008) *Counselling in the Workplace: A Comprehensive Review of the Research Evidence*. BACP.

#### Indicative Bibliography:

Blyton, P, Herrey, E & Turnbull, P. (2010) *Reassessing the Employment Relationship*, London: Macmillan

Dibben, P, Klerck, G and Wood, G (2011) *Employment Relations: A Critical and International Approach*, CIPD Publishing

Gennard, J. & Judge, G. (2010) *Managing Employment Relationships*, 5<sup>th</sup> Edition CIPD



Hollinshead, G., Nicholls, P. & Tailby, S. (2003) *Employee Relations*, 2<sup>nd</sup> Edition, London: Financial Times Management

Lewis, P., Thornhill, A., Saunders, M. (2003) *Employee Relations: Understanding the Employment Relationship*. FT Prentice Hall.

Salamon, M (2000) *Industrial Relations: Theory and Practice*, 4<sup>th</sup> Edition, FT Prentice Hall

Dryden, W. (Ed.) (2007) *Dryden's Handbook of Individual Therapy*. (5<sup>th</sup> edn.) London: Sage.

Cooper, M. (2008) *Essential research findings in counselling and psychotherapy*. London: Sage.

Woods and West (2010). *The Psychology of Work and Organizations*. Hampshire: CENGAGE.

### Recommended Journals:

British Journal of Industrial Relations  
Employee Relations  
Industrial Relations Journal  
International Journal of Human Resource Management  
Human Resource Management Journal  
People Management  
Work, Employment and Society  
Work and Stress  
British Journal of Counselling Psychology  
Journal of Occupational Health Psychology  
Journal of Applied Psychology  
Journal of Vocational Behavior