

**HRM B8011: Strategic Human Resource Management**

Module Details	
Module Code:	HRM B8011
Full Title:	Strategic Human Resource Management <b>APPROVED</b>
Valid From::	Semester 1 - 2013/14 ( September 2013 )
Language of Instruction:	
Duration:	1 Semester
Credits::	5
Module Owner::	James Browne
Departments:	Unknown
Module Description:	<p>This module continues and deepens the understanding of human resource management that students gained in their third year on the programme. Students will acquire an in-depth appreciation of the alignment between HR practices and policies within an internal and external organisational context. Strategic Human Resource Management (SHRM) stresses the importance of people (human resources) management for organisations in achieving and maintaining a sustainable competitive advantage in the market place. The module assesses what strategic HRM prescribes and delivers in reality, acknowledging the constraints under which organisations operate.</p> <p>Contemporary developments in the field are explored regarding the implications these have for SHRM (such as increased prominence of the psychological contract).</p> <p>Students will also develop an ability to critically evaluate in depth Strategic Human resource management case studies</p>

Module Learning Outcome	
On successful completion of this module the learner will be able to:	
#	Module Learning Outcome Description
MLO1	•Critically assess the role of human resource management in contributing to an organisation's sustainable competitive advantage and corporate strategy.
MLO2	•Identify the key challenges that are affecting the employment relationship and understand the implications for both the organisation and human resource management respectively, such as diversity, flexibility, legislation, work-life balance, devolution of HR to line management and the psychological contract.
MLO3	•Understand and describe the key human resource management practices, and how their operational implementation impacts on organisational performance.
MLO4	•Critically reflect and analyse real life case studies on different strategic HRM topics.
MLO5	Demonstrate knowledge and competencies relevant to the practice of integrating human resource strategies deployed to achieve a high performance work environment, competitive advantage, service quality and customer satisfaction.
Pre-requisite learning	
<b>Module Recommendations</b> <i>This is prior learning (or a practical skill) that is strongly recommended before enrolment in this module. You may enrol in this module if you have not acquired the recommended learning but you will have considerable difficulty in passing (i.e. achieving the learning outcomes of) the module. While the prior learning is expressed as named DkIT module(s) it also allows for learning (in another module or modules) which is equivalent to the learning specified in the named module(s).</i>	
No recommendations listed	

Module Indicative Content	
<b>•HRM and Business performance</b> Key assumptions about HRM, Origins and defining characteristics of Human Resource Management, main models of HR, defining the strategic and business context for HR issues.	
<b>•Human Resource Management in Context</b> Immediate and wider context of HRM, thinking frameworks and reality, alternative frameworks, employment ethics.	
<b>•Connecting Strategic and Human Resource Management</b> Strategy and the Process of Strategic Management; Strategic HRM: 'best fit' or 'best practice'? Strategic HRM and the Resource-based View of the Firm; HR strategy and strategic integration, Formulating HR strategy and policy, developing integrated HR strategies and policies, implications for industrial /employee relations, intellectual capital and knowledge management, organisational structuring and restructuring, HRM in the smaller organisation.	
<b>•Managing People- Searching for General Principles</b> Work Systems and the Changing Priorities of Production; Linking Work Systems and Models of Employment; Managing Individual Performance and Development; Managing Employee Voice in Unionised and Non-Unionised organisations	
<b>Managing People in Dynamic and Complex Business Contexts</b> Human Resource Strategy and the Dynamics of Industry-based Competition; Role of HR in facilitating and managing change; Corporate Human Resource Strategy in the Global Economy.	
<b>•Evaluating Human Resource Initiatives</b> Operational and strategic evaluation of HR practice; Approaches to designing and conducting evaluation.	
Module Assessment	
Assessment Breakdown	%
Course Work	40.00%
Final Examination	60.00%
Module Special Regulation	

## Assessments

Full Time On Campus			
Course Work			
<b>Assessment Type</b>	Group Project	<b>% of Total Mark</b>	20
<b>Marks Out Of</b>	0	<b>Pass Mark</b>	0
<b>Timing</b>	Week 10	<b>Learning Outcome</b>	1,2,3,5
<b>Duration in minutes</b>	0		
<b>Assessment Description</b> Students are required to prepare a written analysis of a business case study with a significant strategic HRM dimension. Students are encouraged to work in study groups in preparing the analysis. The written analysis submitted must be completed by each individual. Students will be assessed on their ability to identify the key strategic HRM issues or problems in the case and to propose solutions on their detailed understanding of relevant theories and models.			
<b>Assessment Type</b>	Class Test	<b>% of Total Mark</b>	20
<b>Marks Out Of</b>	0	<b>Pass Mark</b>	0
<b>Timing</b>	Week 12	<b>Learning Outcome</b>	1,2,3,4,5
<b>Duration in minutes</b>	0		
<b>Assessment Description</b> Students are required to answer essay type exam questions. Questions will be constructed from all areas covered pre exam and will have specific timelines.			
No Project			
No Practical			
Final Examination			
<b>Assessment Type</b>	Formal Exam	<b>% of Total Mark</b>	60
<b>Marks Out Of</b>	0	<b>Pass Mark</b>	0
<b>Timing</b>	End-of-Semester	<b>Learning Outcome</b>	1,2,3,4,5
<b>Duration in minutes</b>	0		
<b>Assessment Description</b> End-of-Semester Final Examination			
Reassessment Requirement			
<b>A repeat examination</b> <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			

## Module Workload

### Workload: Full Time On Campus

<i>Workload Type</i>	<i>Contact Type</i>	<i>Workload Description</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>	<i>Hours</i>
Lecture	Contact	In-class theory with student preparaty reading	Every Week	3.00	3
Directed Reading	Non Contact	As per Lecturer	Every Week	3.00	3
Independent Study	Non Contact	Self directed learning	Every Week	3.00	3
				Total Weekly Learner Workload	9.00
				Total Weekly Contact Hours	3.00

This module has no Part Time On Campus workload.

## Module Resources

### Recommended Book Resources

Boxall P. and Purcell J.. (2008), *Strategy and Human Resource Management*;; Second Ed. Palgrave, London.  
Schuler,R. and Jackson, .. (2006), *Strategic Human Resource management*, second Ed. Wiley-Blackwell, London, p.498, [ISBN: 978-1-4051-4959-4].  
Holbeche,L.. (2009), *Aligning Human Resources and Business Strategy*, second Ed. Routledge, Oxford.  
Storey,J.. (2007), *Human Resource Management: A Critical text*, Second Ed. 15, Thomson Learning, London, p.283, [ISBN: 13-978-1-84480-615-7].  
Ulrich,D. and Brockbank,W.. (2005), *The HR value proposition.*, HBS press, Boston.

### Supplementary Book Resources

Armstrong,A.. (2006), *A Handbook of Human Resource Management*., 10th Ed. Kogan Page, London.

### Recommended Article/Paper Resources

International Journal of HRM.  
Brewester,C.. (2007), *Comparative HRM: European views and perspectives*, *International Journal of Human resource management*, 18 (5): 769-87.  
Boselle, P., Brewester,C. and Paauwe, J.. (2009), *In search for balance: managing the dualities of HRM - an overview of the issues*, *Personnel Review*, Special issue., 38(5): 461-471.  
Human Resource Management Journal.  
CIPD People management.  
SHRM Journal.

### Other Resources

Website, [www.cso.ie](http://www.cso.ie).  
Website, [www.cipd.co.uk](http://www.cipd.co.uk).