

Module A2: Strategic Human Resource Management

Stage	1						
Semester	2						
Module Title	Strategic Human Resource Management						
Module Number/Reference	A2 - SHRM						
Module Status	Mandatory						
Module ECTS credit	5						
Module NFQ level (only if applicable)	9						
Pre-requisite Module Titles	N/A						
Co-requisite Module Titles	N/A						
Is this a capstone module? (Yes or No)	No						
List of Module Teaching Personnel	Jackie Kennedy						
Contact Hours				Non-contact Hours			Total Effort (Hours)
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent work	
18		18		24		40	100
Allocation of Marks (Within the Module)							
	Continuous Assessment	Project	Practical	Final Examination	Total		
Percentage contribution	50%			50%	100%		

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Demonstrate advanced theoretical and emergent critical appraisal of global people management theory
2. Integrate global business and HR strategies to achieve and sustain competitive advantage
3. Demonstrate critical awareness of current problems in received external global environment
4. Critically review and evaluate current global advanced practice in order to inform and defend strategic business decisions.
5. Recognise the value of core systems, processes and techniques to enable strategic business decision-making
6. Demonstrate an ability for the autonomous management and development of self, others and relationships
7. Reflect and develop innovative insights into global advanced practice.

8. Contribute to and be a member of professional communities and networks of human resources management.
9. Discern best practice application of e HR / IT principles and processes to managing employee engagement and data.

Module Objectives

This module is concerned with the nature and scope of human resource management and the strategic application of HR activities and techniques. Managers operating in global organisation will achieve organisational objectives through managing and leading other people. Research by the Chartered Institute of Personnel Development and the University of Bath (2012) has highlighted that competing in a global economy requires new ways of thinking and doing. Innovation is not always about invention and product development – a great deal of innovation is about re-thinking and re-organisation of systems, processes and structures.

The International SHRM module builds learners' personal and professional knowledge, skills and attributes to equip them for roles in which they:

- Have responsibility for human resources decision making within a global organisation at strategic, operational and/or tactical level
- Manage a specialist human resources function or may lead individuals, groups and teams in other functions such as marketing or finance within a global, virtual environment
- May act as consultants in projects which support organisations in creating and sustaining competitive advantage through people.

Module Aims

This module aims:

- To provide learners with the knowledge and understanding of the processes underlying the effective deployment and strategic management of human resources.
- To provide learners with an understanding of the internal and external factors, including the constraints and opportunities which affect how human resources are managed.
- To explore strategic human resource management theories and practices applicable to organisations operating within a global business environment, the issues associated with managing a culturally diverse workforce, and the development of strategies to deal with potential problems which may arise.
- To provide learners with an appreciation of the relationship between human resource strategy and organisational strategy, and an understanding of how SHRM affects organisational effectiveness.

- To cultivate learners' experiences and skills in people management.
- To develop competencies in critical analysis, self-reflection and using problem solving techniques to learn how to develop and implement creative and strategic solutions that drive organisational performance.

Module Curriculum

Week 1	The evolution of Strategic HRM
Week 2	SHRM and organisational culture, structure and strategy
Week 3	The role of the HR function in organisational performance
Week 4	Creating strategic alignment in formulating HR strategy
Week 5	Human resources and global competitiveness
Week 6	Issues in managing a global workforce
Week 7	Comparative HR practices within an international context
Week 8	Maximising organisational performance and productivity
Week 9	Organisational strategy and planning human resource development
Week 10	Strategic resourcing and the international manager Implementing learning, training and development programs
Week 11	Work performance determinants. Workforce capability and performance management Staff induction and socialisation
Week 12	Management approaches to employee relations. Strategic reward management and motivation

Reading lists and other learning materials

Recommended Reading

Torrington, Hall & Taylor (2002) Strategic Human Resource Management (7th edition), Essex: Pearson Education Limited.

Dreher, G. & Dougherty, T. (2001) Human Resource Strategy: A Behavioural Perspective, New York: McGraw-Hill Higher Education.

Linehan, M. and Scullion, H. (2005) International Human Resource Management, New York: Palgrave MacMillan.

Secondary Reading

- Armstrong, M., 2012, A Handbook of Human Resource Management Practice, 12th edition, Kogan Page, London,
- Boxall, P. & Purcell, J. (2003) Strategy and Human Resource Management, London: Palgrave Macmillan.
- Dowling, P., Festing, M., and Allen, D., 2008, International Human Resource Management, Thomson Learning, Sydney
- Gunnigle, P., Heraty, N., Morley, M. (2006) Human Resource Management in Ireland (3rd edition), Dublin: Gill & McMillan.
- Jackson, T. (2002) International HRM: A Cross-Cultural Approach, London: Sage Publications.
- Muller-Camen, M., Croucher, R., & Leigh, S. (2008) Human Resource Management: A Case Study Approach (Eds.), London: Chartered Institute of Personnel and Development.
- Schuler, R. and Jackson, S. (2007) Strategic Human Resource Management (2nd edition), Oxford: Blackwell Publishing.
- Storey, J. (1995) Human Resource Management: A Critical Text (Ed.), New York: Routledge
- Torrington, D., Hall, L. and Taylor, S., 2011, Human Resource Management, 8th edition, FT Prentice Hall, Essex.
- Trompenaars, F. & Wooliams, P. (2003) Business Across Cultures, West Sussex: Capstone Publishing Limited.
- Learners will also be directed to relevant journals, publications, case studies, websites and other sources of information as required.

Module Learning Environment

A base classroom is used for teaching purposes for the delivery of module. Learners are also supported with resources to offer structure and guidance. This includes a set of lecture notes and reading materials as well as a detailed module curriculum which includes the module learning outcomes, a class schedule, the necessary reading material and the assignment strategy. Participants also have access to Moodle, the College's Virtual Learning Environment (VLE).

Module Teaching and Learning Strategy

This module will be delivered through lectures and tutorials and will use an approach which combines strategic analysis of case studies, group work and presentations to emphasise a variety of strategic human resource management issues. Lectures will be used to impart basic knowledge and understanding, and to introduce topics and outline the required reading for subsequent sessions. Tutorials & practical exercises will be used to address more applied aspects and to give learners the opportunity to put their understanding into practice. This combination of the theoretical and practical will encourage autonomous learning and collaborative work, and will feature the relationship between HR strategy and organisational strategy, and the impact of globalisation on the role of SHRM

Module Assessment Strategy

Element Number	Weighting	Type	Description
1	50%	Coursework	<p>50% Assignment Report</p> <p>Based on Common Case Study with Globalisation, IPBS and Marketing</p> <p>Group or Individual basis to be decided year on year in consideration of other module approaches</p>
2	50%	Examination	<p>50% end of semester exam.</p> <p>4 essay questions to be answered from 7 provided. Give consideration to Parts A & B.</p> <p>Part A compulsory question – answer 1 from 2 for 40 marks</p> <p>Part B elective questions – answer 3 from 5 for 20 marks each.</p>

Constructive Alignment of Assessment

Module Learning Outcomes	Assessment Strategy	
	Element 1	Element 2
1. Demonstrate advanced theoretical and emergent critical appraisal of global people management theory	Yes	Yes
2. Integrate global business and HR strategies to achieve and sustain competitive advantage	Yes	Yes
3. Demonstrate critical awareness of current problems in received external global environment	Yes	Yes
4. Critically review and evaluate current global advanced practice in order to inform and defend strategic business decisions.	Yes	Yes
5. Recognise the value of core systems, processes and techniques to enable strategic business decision-making	Yes	Yes
6. Demonstrate an ability for the autonomous management and development of self, others and relationships	Yes	
7. Reflect and develop innovative insights into global	Yes	Yes

advanced practice.		
8. Contribute to and be a member of professional communities and networks of human resources management.	Yes	
9. Discern best practice application of e HR / IT principles and processes to managing employee engagement and data	Yes	Yes

Sample Examination Marking Criteria

Outstanding work which is both illuminating and insightful. Language is fluent and authoritative demonstrating a comprehensive knowledge, and convincing command of the subject matter. Accurate and concise application of theory and additional sources of work where appropriate. Exceptionally clear and well articulated examples provided to support learners answer. Excellent structure.	80%+
Evidence of a very good understanding of theory and sound application to a particular business scenario when required. Competent critical analysis with the ability to develop a clear and compelling argument. Well developed examples where required to help illustrate learners work.	70- 79 %
Good understanding of the underlying concepts and a good attempt at applying theory to business scenario when required. Good logic and structure to answer. Examples provided to illustrate answer.	60- 69%
Evidence of some reading from lectures, handouts, recommended texts though often descriptive in nature. Reasonable use of most major points though missing some key elements of theory. Confused or unclear in parts. Examples provided where required but underdeveloped.	55 – 59%
Some relevant material but inadequate or incomplete treatment of same. Minimal or missing examples.	50 – 54%
Not of passing standard though shows signs of some engagement with the material.	45 – 49%
Serious lack of relevance; signs of lack of involvement with course material; serious confusion.	<45%