

H9SMHC: Strategic Management of Human Capital

Module Code:	H9SMHC
Long Title	Strategic Management of Human Capital APPROVED
Title	Strategic Management of Human Capital
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	5
Module Coordinator:	COLETTE DARCY
Module Author:	Sinead O'Sullivan
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Distinguish between competing human resource models
LO2	Appraise the strategic choices available in managing employees
LO3	Analyse the extent to which HR links to business strategy and contributes to organisational performance
LO4	Identify and critically evaluate different ways of building organisational capability
LO5	Critically evaluate the role of managers in managing HR issues
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.

H9SMHC: Strategic Management of Human Capital

Module Content & Assessment			
Indicative Content			
Strategic HRM in Context Strategic Management and its links to HRM. Conceptual Models of HRM. HRM as a strategic investment. Challenges to SHRM.			
Human Resource Planning Objectives of human resource planning Talent Management Succession planning Mentoring			
Resourcing Recruitment and Selection Induction			
Human Resource Development Benefits of Training and Development, Planning Training including Evaluation Training and Development Management Development			
Managing Performance Performance Management Systems Performance Management and Feedback How to Evaluate and Measures of Evaluation			
Reward Management Reward Philosophy and link to organisational goals Reward Strategies Benchmarking			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	100
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: Learners will be given an essay-based project that requires them to analyse a particular HRM issue within a case study framework. The learner must display an ability to assimilate academic content and apply the theory to a real-life situation. The project will be graded according to clarity, structure, contemporary examples (that illustrate points made), reference to materials covered, theories and research in the field.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
Coursework Only <i>This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.</i>			
Reassessment Description Module must be passed and an opportunity to submit a repeat assignment will be given to students that fail the assignment. This is likely to be within one month of receiving the fail mark and on foot of detailed feedback. The repeat will be treated as a second attempt.			

H9SMHC: Strategic Management of Human Capital

Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	30	Per Semester	2.50
Directed Learning	Directed e-learning	30	Per Semester	2.50
Independent Learning	Independent learning	65	Per Semester	5.42
Total Weekly Contact Hours				5.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Das Gupta, A. (2020) Strategic Human Resource Management; Formulating and Implementing HR Strategies for a Competitive Advantage, 1st Ed., Routledge.</p> <p>Bailey, C., Mankin, D., Kelliher, C. and Garavan, T. N. (2018), Strategic Human Resource Management, 2nd edition, Oxford Press.</p> <p>Storey, J., Ulrich, D and Wright, P. (2019), Strategic Human Resource Management – A Research Overview, Routledge.</p>	
<i>Supplementary Book Resources</i>	
<p>Carbery, R. and Cross, C. (2018), Human Resource Management, 2nd ed, Palgrave Macmillan, London..</p> <p>Bratton, J. and Gold, J. (2022), Human Resource Management: Theory and Practice, 7th ed, MacMillan Education UK.</p> <p>Ulrich, D., Kryscynski, M. and Brockbank, W. (2017), Victory Through Organization: Why the War for Talent is Failing Your Company and What You Can Do About It, 1st edition, McGraw-Hill Education.</p>	
<i>This module does not have any article/paper resources</i>	
<i>This module does not have any other resources</i>	
Discussion Note:	