

H9HRMBC: HRM in a Strategic Business Context

Module Code:	H9HRMBC
Long Title	HRM in a Strategic Business Context APPROVED
Title	HRM in a Strategic Business Context
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	10
Module Coordinator:	DESMOND GARGAN
Module Author:	DESMOND GARGAN
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	Identify and evaluate the principal environments in which contemporary organisations operate.
LO2	Recognise and critically debate the business environment within which HR professionals work.
LO3	Critically evaluate environmental factors shaping organisational and HR strategies.
LO4	Recognise and analyse the market and competitive environments of organisations.
LO5	Explore and critically discuss globalisation and international forces and how they influence organisational and HR strategies and HR practices.
LO6	Identify and assess demographic, societal and technological trends in the context of their impact on Business and HR strategies and HR practices
LO7	Review and debate the range and significance of Government policies and legal regulations and their impact on business strategy, HR strategy and HR practices.
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.

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Module Content & Assessment			
Indicative Content			
Human Resource Management in context Introduction to the concepts associated with the interaction of the HR function and its practitioners with the external internal environment (old and new economies, STEEPLE Model) Evolution of HRM and its relationship with organisational strategy Typologies of strategic HRM (Best Fit, Best Practice, RBV) and various contributions and activities of HRM The HR value proposition and connecting strategic HRM to the business context The role of HR professionals in influencing and relationship building in the organisation and codes of conduct			
The competitive environment Various economic and market structures Competitive strategies (Porter's 5 forces and competitive strategies) and associated organisational characteristics and strategic responses The flexible firm Psychological contract			
Government policy and regulation European and Irish governing bodies and the economy The legislative process in Ireland Government economic objectives and policy tools Public and voluntary sectors, semi-state and private industry Competitiveness HR issues			
The global economy and the role of HRM Major international bodies which impact on the business environment of organisations (IMF, World Bank, WTO) The causes and extent of globalization Multinational organisations and their role and importance in the Irish and global economy HRM in the multinational organisations			
Demographics and social trends Key demographic statistics in Ireland, Europe and globally The influence of demography on government and business Population changes and implications Diversity and equality			
Technology Evolution of technology Impact of technology on organisational strategy, knowledge management Use and impact on people and HRM The future of technology in the workplace			
Ethics, sustainability and corporate responsibility Different approaches to, nature of and values and codes of ethics Corporate governance, conflict of interest and accountability Sustainability and risk management The concept of corporate social responsibility (CSR) and its connection to Human Resource Management Arguments for business adopting a CSR philosophy, including the 'business case' and arguments made by critics of CSR			
Strategic Management, human resource delivery, strategy and the link between HR and organisational performance Models of strategy and elements of strategic management Forces shaping HRM in the workplace Various models and key roles and responsibilities of the HR function and contributors The role of line managers and other organisational stakeholders in the HR implementation The link between HR and organisational performance The management of change How people strategies are put into action and the significance of 'getting it right' Employee engagement and employee perspective in different strategic approaches and decision-making Role of HR in designing processes and practices and their impact on employees and their work Measures to assess the impact of HR practices and impact on employees			
Assessment Breakdown			%
Coursework			60.00%
End of Module Assessment			40.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	60
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6,7
Non-Marked:	No		
Assessment Description: This module has two assessment components. The first component accounts for 60% of overall marks for the module. It requires students to complete a research essay on a relevant issue or issues of relevance.			
Assessment Type:	Formative Assessment	% of total:	Non-Marked
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6,7
Non-Marked:	Yes		
Assessment Description: Students will engage in formative assessments (case studies, journal article critique and group exercises), both individually and as part of small group work, to ensure student learning and appreciation of the practical application of theory. Facilitated by the lecturer, students will present their findings and recommendations for open discussion with the larger group. While no marks are assigned to this work, students are provided with specific and detailed feedback to assist them in preparing for their formal assignments.			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	40
Assessment Date:	End-of-Semester	Outcome addressed:	1,2,3,4,5,6,7
Non-Marked:	No		
Assessment Description: The second component accounts for 40% of overall marks for the module. It is an unseen exam assessment. The assessment may be in the form, but not restricted to a short-answer / case-study with possibly a number of questions outlined at end. The assessment will be no more than three (3) hours in duration			
No Workplace Assessment			
Reassessment Requirement			
Repeat examination <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>			
Reassessment Description Results from all attempted assessments will be collated and the overall result published. Repeat of the failed module will be by way of Repeat Examination at the appropriate time.			

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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	36	Per Semester	3.00
Directed Learning	Directed e-learning	36	Per Semester	3.00
Independent Learning	Independent learning	178	Per Semester	14.83
Total Weekly Contact Hours				6.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Kew, J. and Stredwick, J.. (2013), Human Resource Management in a Business Context, 2. CIPD, London, [ISBN: 9781843983170].</p> <p>Das Gupta, A. (2020), Strategic Human Resource Management; Formulating and Implementing HR Strategies for a Competitive Advantage, 1st Ed. Routledge.</p> <p>Strategic human resource management: a research overview by Storey, John, 1947- author, Wright, Patrick M., author, Ulrich, David, 1953- author (ncirl.ie).</p>	
<i>Supplementary Book Resources</i>	
<p>Bailey, C., Mankin, D., Kelliher, C. and Garavan, T. N.. (2018), Strategic Human Resource Management, 2nd edition. Oxford Press.</p> <p>Gunnigle, P., Heraty, N., & Morley, M.. (2017), Human Resource Management in Ireland, 5th Ed. Gill & Macmillan.</p> <p>Boxall, P. and Purcell, J.. (2008), Strategy and human resource management, 2nd ed. Basingstoke: Palgrave Macmillan.</p> <p>Mello, J.A. (2015), Strategic Human Resource Management, 4th Ed. South-Western Ohio.</p> <p>Torrington, D. Hall, L. & Taylor, S. & Atkinson, C.. (2017), Human Resource Management., 10th Edition Ed., Pearson Harlow.</p> <p>Jackson, S.E., Schuler, R.S. and Werner, S.. (2012), Managing Human Resources, 11th Ed. Cengage Ohio.</p>	
<i>This module does not have any article/paper resources</i>	
<i>Other Resources</i>	
<p>[Journal], Human Resource Management.</p> <p>[Journal], International Journal of Human Resource Management.</p> <p>[Journal], Human Resource Management Journal.</p> <p>[Journal], Journal of Management Studies, Academy of Management Review.</p> <p>[Journal], Academy of Management Journal.</p> <p>[Journal], Academy of Management Perspectives.</p> <p>[Journal], British Journal of Industrial Relations.</p> <p>[Journal], Industrial Relations Journal.</p> <p>[Journal], Personnel Review.</p> <p>[Journal], Harvard Business Review.</p> <p>[Journal], Sloan Management Review.</p> <p>[Journal], California Management Review.</p> <p>[Journal], Academy of Management Learning and Education.</p> <p>[Journal], Administrative Science Quarterly.</p> <p>[Journal], Organization Studies.</p>	
Discussion Note:	