

## H8SHRM: Strategic HRM

Module Code:	H8SHRM
Long Title	Strategic HRM <b>APPROVED</b>
Title	Strategic HRM
Module Level:	LEVEL 8
EQF Level:	6
EHEA Level:	First Cycle
Credits:	10
Module Coordinator:	COLETTE DARCY
Module Author:	THOMAS MCCABE
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
<b>Learning Outcomes</b>	
On successful completion of this module the learner will be able to:	
#	<b>Learning Outcome Description</b>
LO1	Evaluate the concepts of strategy and strategic HRM and investigate their relationship to the economic viability of organisations.
LO2	Differentiate and evaluate a range of SHRM models, HR systems, strategies and management processes and recognise the established debates and challenges within the field of SHRM.
LO3	Critically examine the role of corporate culture and employee engagement in engendering levels of job satisfaction and commitment and evaluate the link to SHRM.
LO4	Recognise and assess the complexities and tensions within SHRM in multinational organisations.
LO5	Evaluate the nature of strategic and operational change and flexibility in contemporary organisations, including the role of SHRM in building an organisation's capacity to respond to and manage change and the ways in which labour is organised.
<b>Dependencies</b>	
<b>Module Recommendations</b>	
No recommendations listed	
<b>Co-requisite Modules</b>	
No Co-requisite modules listed	
<b>Entry requirements</b>	As per programme requirements (outlined in 4.2.2 Minimum requirements for general learning)

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Module Content & Assessment			
Indicative Content			
<b>Introduction to strategic HRM</b> Introduction to the concepts associated with the interaction of the HR function and its practitioners with the organisation The changing context work and changing and evolving role of HRM The nature of contemporary HRM and the theories and practices of HRM			
<b>Strategic management, human resource delivery, strategy and the link between HRM and organisational performance</b> 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 HR implementation The link between HR and organisational performance			
<b>Employee engagement</b> Origins and evolution of employee engagement as a unique concept How the research has evolved and the various constructs The meaning of employee engagement for managers and other key organisational stakeholders The potential challenges & opportunities			
<b>Organisational and corporate culture</b> Organisational culture Categorisations of culture The link between culture and organisational performance Organisational culture and HRM			
<b>Flexibility</b> The debate surrounding 'flexibility' The various ways, contexts and approaches to flexibility The issues concerning the implementation and outcomes of flexibility The extent to which flexible working arrangements match employer and employee needs			
<b>Organisational change and HRM</b> The nature of organisational change Change drivers, processes, agents and recipients The role of HR practitioners and other key stakeholders in managing change			
<b>HRM in an international context</b> The context for international HRM (Globalisation, national effects) Multinational organisations and their role and importance in the Irish and global economy HRM in the multinational organisation (global integration versus local responsiveness, the diffusion of HR practices)			
Assessment Breakdown			%
Coursework			100.00%
Assessments			
Full Time			
Coursework			
<b>Assessment Type:</b>	Continuous Assessment	<b>% of total:</b>	100
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5
<b>Non-Marked:</b>	No		
<b>Assessment Description:</b> Candidates are required to complete a case study and/or a series of essays on topic (typically, a case study and one additional essay on topic or any three essays on topic). The assignment brief will be issued to learners at the start of the module			
<b>Assessment Type:</b>	Formative Assessment	<b>% of total:</b>	Non-Marked
<b>Assessment Date:</b>	n/a	<b>Outcome addressed:</b>	1,2,3,4,5
<b>Non-Marked:</b>	Yes		
<b>Assessment Description:</b> Students will engage in formative assessments (case studies 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 and feedback is provided by the lecturer.			
No End of Module Assessment			
No Workplace Assessment			
Reassessment Requirement			
<b>Coursework Only</b> This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.			
<b>Reassessment Description</b> Students will resubmit 3 essays from a series of 5			

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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	32	Per Semester	2.67
Directed Learning	Directed e-learning	6	Per Semester	0.50
Independent Learning	Independent learning	212	Per Semester	17.67
Total Weekly Contact Hours				3.17

Module Resources	
Recommended Book Resources	
<p>Storey, J., Ulrich, D and Wright, P. (2019), Strategic Human Resource Management – A Research Overview, Routledge, available at Strategic human resource management: a research overview by Storey, John, 1947- author, Wright, Patrick M., author, Ulrich, David, 1953- author (ncirl.ie).</p> <p>Das Gupta, A. (2020), Strategic Human Resource Management; Formulating and Implementing HR Strategies for a Competitive Advantage, 1st Ed. Routledge, available at: Strategic human resource management: formulating and implementing HR strategies for a competitive advantage by Das Gupta, Ananda, 1955- author (ncirl.ie).</p> <p>Wilkinson, A., Redman, T. and Dundon, T. (2017), Contemporary human resource management: text and cases, Fifth edition. available at: <a href="https://library.ncirl.ie/items/31447?query=Contemporary+human+resource+management&amp;resultsUri=items%3Fquery%3DContemporary%2Bhuman%2Bresource%2Bmanagement%26target%3Dcatalogue=catalogue">https://library.ncirl.ie/items/31447?query=Contemporary+human+resource+management&amp;resultsUri=items%3Fquery%3DContemporary%2Bhuman%2Bresource%2Bmanagement%26target%3Dcatalogue=catalogue</a>.</p> <p>Bratton, J. and Gold, J. (2017), Human resource management: theory and practice, Sixth edition. available at: <a href="https://library.ncirl.ie/items/31817?query=author%3A%28Bratton%2C+John%29&amp;resultsUri=items%3Fquery%3Dauthor%253A%2528Bratton%252C%2BJohn%2529%26target%3Dcatalogue=catalogue">https://library.ncirl.ie/items/31817?query=author%3A%28Bratton%2C+John%29&amp;resultsUri=items%3Fquery%3Dauthor%253A%2528Bratton%252C%2BJohn%2529%26target%3Dcatalogue=catalogue</a>.</p> <p>Gunnigle, P., Heraty, N &amp; Morley M.J. (2017), Human Resource Management in Ireland, 5th Ed. Gill &amp; Macmillan, Dublin.</p> <p>Torrington, D., Hall, L. &amp; Taylor, S. and Atkinson, C. (2017), Human Resource Management, 10th Edition. Pearson, Harlow.</p> <p>Armstrong's handbook of strategic human resource management (2011), Fifth edition. available at: <a href="https://library.ncirl.ie/items/17625?query=title%3A%28Strategic+human+resource+management%29&amp;resultsUri=items%3Fquery%3Dtitle%253A%2528Strategic%2Bhuman%2Bresource%2Bmanagement%2529%26target%3Dcatalogue=catalogue">https://library.ncirl.ie/items/17625?query=title%3A%28Strategic+human+resource+management%29&amp;resultsUri=items%3Fquery%3Dtitle%253A%2528Strategic%2Bhuman%2Bresource%2Bmanagement%2529%26target%3Dcatalogue=catalogue</a>.</p>	
This module does not have any article/paper resources	
Other Resources	
<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.</p> <p>[Journal], 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], Human Resources Management Review.</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> <p>[Website], <a href="https://www.cipd.co.uk/knowledge">https://www.cipd.co.uk/knowledge</a>.</p> <p>[Website], <a href="https://www.cipd.co.uk/knowledge/strategy/resourcing/surveys">https://www.cipd.co.uk/knowledge/strategy/resourcing/surveys</a>.</p> <p>[Website], <a href="http://www.cipd.co.uk/tools">www.cipd.co.uk/tools</a>.</p> <p>[Website], <a href="http://www.bath.ac.uk/fow/">http://www.bath.ac.uk/fow/</a>.</p> <p>[Website], <a href="https://digitalcommons.ilr.cornell.edu/c_ahrswp/">https://digitalcommons.ilr.cornell.edu/c_ahrswp/</a>.</p> <p>[Website], <a href="http://www.shrm.org">www.shrm.org</a>.</p> <p>[Website], <a href="http://www.graphitehrm.com">www.graphitehrm.com</a>.</p> <p>[Website], <a href="http://www.hrmguide.net">www.hrmguide.net</a>.</p> <p>[Website], <a href="http://www.ibec.ie">www.ibec.ie</a>.</p> <p>[Website], <a href="http://www.equality.ie">www.equality.ie</a>.</p>	
Discussion Note:	