

Long Title:	Strategic HRM
Language of Instruction:	English
Module Code:	H8SHRM
Credits:	10
NFQ Level:	LEVEL 8
Field of Study:	Management and administration
Module Delivered in	2 programme(s)
Module Coordinator:	
Module editor:	THOMAS MCCABE
Teaching and Learning Strategy:	The learning strategy involves the use of lectures, tutorials, case studies and class discussions as appropriate. Learners will also have access to web based support. A Learner centred learning approach is fostered at the NCI and both practical and electronic resources are designed to support the needs of Learners. Opportunities in tutorials and lectures for Learner participation are provided within the framework of the teaching methodology.
Learning Environment:	Learning will take place in a classroom environment. Learners will have access to library resources, both physical and electronic, outside the classroom where required. Selected module materials will be placed on Moodle, the college's virtual learning environment
Module Description:	Recognise the nature of the link between Business Strategy and HRM Strategy. Analyse Human Resource Management, its relationship to Business Performance and Employee Performance at the strategic level of the firm. Explore Human Resource Management in the context of Organisational Dynamics and Work Systems. Explore HR Strategy in both a National and International Context.
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
LO1	Evaluate the concepts of Strategy and Strategic HRM and investigate their relationship to the economic viability of firms
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	Investigate and appraise the evolution of organisational patterns/structures within the context of globalisation
LO4	Distinguish and discuss the components of the relationship between individual performance, employee motivation, competence and psychological contracts
LO5	Recognise and assess the complexities and tensions within SHRM in MNEs and multi divisionalised firms
LO6	Evaluate and discuss political and institutional forces shaping employee participation and recognise the impact of employees' voice, participation and involvement, on the firm
Pre-requisite learning	
Module Recommendations	
<i>This is prior learning (or a practical skill) that is required before enrolment on this module. While the prior learning is expressed as named NCI 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	
Requirements	
<i>This is prior learning (or a practical skill) that is mandatory before enrolment in this module is allowed. You may not enrol on this module if you have not acquired the learning specified in this section.</i>	
Introduction to HRM (pre-requisite for the BAHHRD course)	

Module Content & Assessment

Indicative Content

Introduction to Strategic HRM

Strategic Choices and the process of Strategic Management. Strategy and the role of HRM. Best Fit of Best Practice. Resource Based View/Application of RBV. Flexible employment practices at organisational, national and international levels. Traditional forms of employment practice versus new forms.

Globalisation

The Drivers of Globalisation. The extent of International Business. Globalisation of HRM - its extent and importance to business. The role of HRM in sustaining international business activity.

Globalisation and the growth of MNEs

Models and processes of management across borders and divisions. The impact of culture and attitudes on management and control.

SHRM in a Global Economy

The demands and complexities on HR in MNEs. The role of HR in Mergers and Acquisitions.

Structure and Strategy

Organisational structures of global firms. HR implications of cross border alliances and acquisitions. Choices for entry into international business. Role of culture in strategy choice.

Psychological Contracts (*Blended)

Psychological contracts. New work practices. Labour flexibility.

Employee Voice *

Employee participation systems/mechanisms. Forms of employee involvement. Political, legal and institutional forces shaping employee voice. Objectives of management, employees and unions in terms of employee involvement. Impact of employee voice systems on the firm.

Assessment Breakdown

	%
Coursework	40.00%
End of Module Assessment	60.00%

Full Time

Coursework

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Project (0050)	Learners on an individual basis, will be required to investigate and explore an aspect of SHRM in the Global Environment. The project will be presented in an essay or a report form. The project must demonstrate a Learner's evaluative and analytical skills in discussing a broad and complex range of approaches / models as required by the project objectives. The project length will be 2,500 words approximately. It will be structured and presented in a scholarly and academic style. The Learner should display evidence of having read and assimilated a range of relevant material (LO1-LO6).	1,2,3,4,5,6	40.00	n/a

End of Module Assessment

Assessment Type	Assessment Description	Outcome addressed	% of total	Assessment Date
Terminal Exam	End-of-Semester Final Examination - The end of semester examination paper which is two hours in duration will contain a choice of questions. Questions will be based on the material covered throughout the Semester. Learners will be required to answer three of the questions. All questions will necessitate essay-style responses and Learners will be expected to demonstrate depth of understanding, breadth of knowledge, lucidity of argument, ability to relate research/theory to contemporary examples where appropriate. Ability to discuss, evaluate and appraise a range of approaches/systems/models etc. as required by the questions will be assessed (LO1-LO6).	1,2,3,4,5,6	60.00	End-of-Semester

No Workplace Assessment

Reassessment Requirement

Coursework Only

This module is reassessed solely on the basis of re-submitted coursework. There is no repeat written examination.

Reassessment Description

The repeat strategy will consist of the reassessment of the module through 100% exam to be submitted at the next available block break period or in line with the College exam period if appropriate.

Module Workload

Workload: Full Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	No Description	3	Every Week	3.00
Tutorial	No Description	1	Every Week	1.00
Independent Learning	No Description	17	Every Week	17.00
Total Hours				21.00
Total Weekly Learner Workload				21.00
Total Weekly Contact Hours				4.00

Workload: Part Time				
<i>Workload Type</i>	<i>Workload Description</i>	<i>Hours</i>	<i>Frequency</i>	<i>Average Weekly Learner Workload</i>
Lecture	30 hours lecture contact and 6 hours blended/ online delivered in Stage 3, Block 5	36	Every Week	36.00
Independent Learning	To be done in Stage 3, Block 5	214	Every Week	214.00
Total Hours				250.00
Total Weekly Learner Workload				250.00
Total Weekly Contact Hours				36.00

Module Resources

Recommended Book Resources

Mello, J. 2014, *Strategic Human Resource Management*, 4th Edition Ed., Cengage Learning
Bratton and Gold 2012, *Human Resource Management Theory and Practice*, Palgrave Macmillan

Supplementary Book Resources

Schuler R.S., Jackson S.E., Werner, S. 2011, *Managing Human Resources*, South-Western, Cengage Learning
Beardwell and Claydon 2010, *Human Resource Management, A Contemporary Approach*, Financial Times

Recommended Article/Paper Resources

n/a, *Journal: International Labour Review*, Wiley Blackwell
n/a, *Journal: European Journal of Work and Organisational Psychology*, Psychology Press
n/a, *Journal: International Journal of HRM*, Routledge Taylor & Francis Group
n/a, *Journal: Irish Journal of Management*, Blackhall Publishing
n/a, *Journal: People Management*, Chartered Institute of Personnel and Development (CIPD)

This module does not have any other resources

Module Delivered in

Programme Code	Programme	Semester	Delivery
BAHHRD	BA (Honours) in Human Resource Management	5	Core Subject
BAHSTP	BA (Hons) in HRM Strategy and Practice	3	Core Subject