Module 24

6.24.1. Human Resource Management

Module title	Human Resource Management
Module NFQ level (only if an NFQ level can be demonstrated)	8
Module number/reference	BS24
Parent programme(s)	Bachelor of Arts (Honours) in Business Studies
Stage of parent programme	Stage 4
Semester (semester1/semester2 if applicable)	Semester 1
Module credit units (FET/HET/ECTS)	ECTS
Module credit number of units	10
Duration of the module	One Academic Semester, 12 Weeks Teaching.
Average (over the duration of the module) of the contact hours per week	4

Analysis of required learning effort										

Effort while in contact with staff										
Classroom and demon-strations		Mentoring and small-group tutoring		Other (specify)		Directed e-learning (hours)	Independent learning (hours)	Other hours (specify)	Work-based learning hours of learning effort	Total effort (hours)
Hours	Minimum ratio teacher/learner	Hours	Minimum ratio teacher/learner	Hours	Minimum ratio teacher/learner					
48	1:40	24	1:20				178			250

Allocation of marks (within the module)						
	Continuous assessment	Supervised project	Proctored practical examination	Proctored written examination	Total
Percentage contribution	40%			60%	**100%**

Minimum intended module learning outcomes

On the successful completion of this module, students should be able to:

MIMLO 24.1   Delineate the core theoretical models, practices, and critical perspective which pertain to human resource management (HRM) and strategic human resource management (SHRM).

MIMLO 24.2   Differentiate between and critically evaluate key HRM schools and paradigms and describe HRM's origins and historical development as a discipline.

MIMLO 24.3   Critically evaluate the role of HRM and SHRM in the performance of organisations, with a particular focus on the procedures and practices used for recruitment and selection, monitoring and rewarding employees, talent development, and processes for employee exit.

MIMLO 24.4   Explain the role of KPI's and performance measurement in SHRM and their significance for employee development and short and long-term organisational goals.

MIMLO 24.5   Critically evaluate the challenges associated with HRM and SHRM in different functional areas, and size and sectoral contexts, and relate theoretical perspectives to individual organisational case studies.

Module content, organisation and structure

Indicative Syllabus

The Essence of Human Resource Management

- Introduction to HRM
- The philosophy of human resource management
- Theories underpinning human resource management
- Models of HRM
- Changing context of work
- Strategy and HRM
- Changing role of HRM

- HRM today

Strategic Human Resource Management (SHRM)

- Introduction
- The nature of strategic human resource management
- Aims of strategic HRM
- Resource based view of SHRM
- Perspectives on SHRM
- HR Strategies

People Resourcing

- Introduction
- Workforce planning defined
- Link between workforce planning and business planning
  Rationale for workforce planning

Recruitment and Selection Process

- Introduction
- Recruitment an selectin process
- Define the requirements
- The Organisation
- The external environment
- The Job
- Pre-recruitment activities
- Applicant perspective / attracting candidates
- Selection methods

Performance Management

- Introduction
- Aims of performance management
- Performance management cycle
- Development of performance appraisal
- Problems of performance appraisals
- Performance management as a rewarding process
- 360-degree feed back

Training and Development

- Introduction
- Learning theories and principles
- The identification of training needs
- Design and delivery of training
- Evaluation of human resource development
- Organisational Learning

Change and Human Resource Management

- Introduction
- The nature of organisational change
- Change driver ('why')
- Change processes ('how')
- Change Agents ('who')
- Change recipients ('who will be affected')
- HR's role in change management
- Theories underpinning change

Reward Management

- Introduction
- Defining reward management
- Type of rewards: Individual extrinsic rewards; Individual intrinsic rewards; Collective rewards
- Recognition schemes

Employee Engagement

- Introduction
- Types of Engagement
- Theory of engagement
- Drives of employee engagement
- Enhancing employee engagement
- Outcomes of employee engagement

Reading lists and other information resources

Title	Author	Publisher	Year
Essential:			
Armstrong's Handbook of Human Resource Management 14th ed.	Michael Armstrong with Stephen Taylor	Ashford Colour Press Ltd.	2017
Contemporary Human Resource Management 5th ed.	Wilkinson, Redman and Dundon	Pearson Education Ltd	2017 (print and electronic)
Human Resource Management, 7th ed.	Julie Beardwell & Amanda Thompson	Pearson Education Ltd	2014
Human Resource Management: Theory and Practice 2nd ed.	Jeff Gold, Rick Holden, Jim Steward, Paul Iles and Julie Beardwell	Palgrave Macmillan	2013
Introduction to Human	Wergin, Niels Erik	Pearson Education	2006

Resource Management and Employment Relations			
A Framework for Human Resource Management	Dessler Gary	Pearson Education	2009