

Module 32

6.32.1. Strategic Human Resource Management

Module title		Strategic Human Resource Management								
Module NFQ level (only if an NFQ level can be demonstrated)		8								
Module number/reference		BS32								
Parent programme(s)		Bachelor of Arts (Honours) in Business Studies								
Stage of parent programme		Stage 4								
Semester (semester1/semester2 if applicable)		Semester 2								
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 demonstrations		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				50%			50%	100%		

Minimum intended module learning outcomes

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

- MIMLO 32.1** Evaluate the practical application of theoretical models relating to human resource management and development to a range of organisational contexts.
- MIMLO 32.2** Critically assess and contrast prevailing debates associated with the challenge of making HRM strategic.
- MIMLO 32.3** Analyse and critically evaluate contemporary issues in strategic HRM relating to choices in employment systems, international HRM, and expatriate management.
- MIMLO 32.4** Explain and discuss the changing context and process of human resource management and development within contemporary work organisations (including the changing role of the HR professional and outsourcing debates).
- MIMLO 32.5** Show conversance with different models of strategic HRM and appraise the potential and actual connection between HRM theory and practice and organisational/employee performance.

Module content, organisation and structure

Indicative Syllabus

- Introduction to SHRM/Context of HRM
- HR and Performance: Adding value, Metrics, and High Performance work systems
- Recruitment and selection
- Training and learning at work
- Reward management
- Changing roles and responsibilities for HRM and HR outsourcing
- Performance management
- Restructuring and Redundancy
- Choices in the design of employment systems/temporary employment
- International HRM/Managing Expatriates
- Participation and involvement

Reading lists and other information resources

Title	Author	Publisher	Year
Essential:			
Strategic Human Resource Management : An international perspective 2 nd Ed	Smith P, Ree G	Sage Publications Ltd	2017
Strategic Human Resource Management	Kelliher C, Mankin D.	Oxford University Press	2018
Recommended:			
Industrial Relations in Ireland: Theory and Practice	Gunnigle, P., Flood, P., MacMahon, G., and Fitzgerald, G.	Gill and MacMillan	2013
Human Resource Management	Keogh, M.	Gill and Macmillan	2008
Human Relations 2 nd Edition	DeCenzo	Prentice Hall	2002

Journal: People Management

Journal: Human Resource Planning

Journal: Industrial Relations News

Website: www.cipd.co.uk

Website: www.irn.ie

Website: www.cipd.co.uk/casestudies

n/a: Online databases