

MODULE: STRATEGIC HUMAN RESOURCE MANAGEMENT

Semester:	II (Spring)
Stage:	III
Number of Credits:	4 semester credits/6 quarter units
Theme:	Human Resource Management
Assessment Weighting:	40% Course Work 60% Examination

INTRODUCTION

This module is specifically designed to provide students with a sound knowledge and understanding of the key factors involved in the planning and implementation of strategic human resource strategies.

AIMS

This module aims to:

To provide students with the knowledge and understanding of the process underlying the effective design of plans to facilitate the strategic management of human resources in alignment with strategy.

To provide students with an understanding of the role of HRM within the context of the overall success of the organisation.

To provide students with the necessary skills to understand the implications of the internal and external issues effecting the formulation and implementation of HR strategies.

To allow students explore the process of management, in particular examining the leadership role within that process.

LEARNING OUTCOMES

On completion of this module the student will be able to:

Design and develop HR strategies that facilitate and contribute to corporate strategy.

Critically evaluate HR principles and systems in place and ensure they underpin HR strategy required for corporate strategy.

Critically appraise the strategies for maximising and maintaining HR productivity.

Formulate and implement fair and ethical employment practices.

Distinguish between effective and ineffective leadership styles and be able to propose effective leadership styles to facilitate innovation within the organisation.

SYLLABUS

Introduction

The nature of HRM

The evolution of, and current issues in HRM

What is SHRM?

Role of the HR practitioner

The Role of SHRM

Strategic aspects of organisation

Contribution of the HR function

Evaluating the HR function

Strategic HR planning

Organisational design

Communication and information

Strategic Human Resourcing

Strategic aspects of human resourcing

Contracts, contractors and consultants

Recruitment and selection

Introduction to the organisation

Staff retention

Release from the organisation

Managing Performance Strategically

Strategic aspects of performance

Organisational performance

Performance management processes

Managing individual performance

Team performance

Leadership

Diversity

Strategic Human Resource Development

Strategic aspects of development

The learning organisation

Training

Developing competencies

Learning and development

Career development

Strategic Rewards Systems

Strategic aspects of payment

Job evaluation

Market rate analysis
Pay structures
Incentives
Pensions and benefits

PRIMARY READING LIST

Torrington, Hall and Taylor *Human Resource Management 5/e* Prentice Hall. ISBN: 0273646397 (Essential Reading)

RECOMMENDED READING LIST

Armstrong, M. *Human Resource Management Practice 8/e* Kogan Page. ISBN: 0749433930
Daft, RL. (1999) *Leadership Theory and Practice*. Dryden Press.
Dale, M. (2003) *2/e A Managers Guide to Recruitment and Selection*. Kogan Press. ISBN: 0749438967
Ferris, Buckley, Fedor (2002) *4/e Human Resource Management*. Prentice Hall. ISBN: 0130608548
Gunnigle, Heraty, Morley *Human Resource Management in Ireland 2/e* Gill and Macmillan. ISBN: 0717133621
Johnson & Scholes (2002) *6/e Exploring Corporate Strategy* Prentice Hall. ISBN: 0273651129
Leopold, J. (2002) *Human Resources in Organisations*. Prentice Hall.
Redman & Wilkinson (2001) *1/e Contemporary Human Resource Management*. Prentice Hall. ISBN: 020159613X