

Module Descriptor – Strategic Human Resource Management

Module – Short Title

SHRM

Module – Long Title

Strategic Human Resources Management

Level

3

Credits

10

Semester

1

Pass Mark

40%

Module Description

This course introduces the student to key issues and strategic aspects of Human Resources Management in organisations. Topics covered include the human resources cycle (resources, performance and reward), training/human resources development, culture and employee commitment, the flexible firm and HRM and Trade Unions.

Learning Outcomes

On completion of this module students should be able to:

- Outline the thinking around the integration of HRM and strategy and the subsequent impact on performance
- Appraise recruitment and selection methods and appraise their own institution's methods
- Explain and assess performance appraisal initiatives and relate this to their own experience in your financial institution
- Evaluate and critique different pay, performance and reward strategies and assess their own institutions strategy in this regard
- Explain the training "imperatives" and outline some of the means to address these
- Explain corporate culture and outline the relationship between culture, strategy and commitment
- Describe and appraise the flexible firm
- Analyse the relationship between HRM and Trade Unions

Prior Learning:

- Requirements – Completion of all subjects at Stage 2

Assessment

- Examination
- Six questions, with candidates required to answer any three
- 50% of Final Grade
- 3 Hours
- Continuous Assessment (40%) - comprising 2 pieces of assessment worth 20% (project) and 20% (case study) mid semester.

Workload (hours)

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| • Class Contact = (3 full days on campus of 6 hours each) | 18 |
| • Specified Learning Activities [assignments etc.] | |
| o Reading = | 30 |
| o Assignment = | 50 |
| o Reflective learning = | 25 |
| • Autonomous Student Learning | |
| o Class preparation = | 10 |
| o Self-Directed Learning = | 50 |
| o Exam Preparation = | 27 |
| o Exam = | 3 |
| • Total = | 213 |

Students will be expected to reflect upon how the course concepts are applicable in their own workplace. A central feature of this module will be the sharing of the application and experience during class and the illustration of this experience in the coursework submitted. Advance preparation for the occasional classes scheduled, as part of this distance-learning module will be an important feature. Readings and questions to be reflected upon in advance of each meeting with the module tutor will be assigned at the start of the semester.

Additional Information

- The module is aimed at students who are interested in human resource management and aspire to management and senior management careers in Financial Services.
- The module seeks to develop students' knowledge and understanding of the relationship between human resource management and strategy. It also aims to provide students with the capabilities to analyse, assess and develop human resource practices in the organisation.