

STRATEGIC HUMAN RESOURCE MANAGEMENT

Theme: Human Resource Management
Assessment Weighting: 40% Coursework
60% Examination

INTRODUCTION

This module is concerned with the nature and scope of human resource management and strategic application. This module draws upon material covered on previously studied modules including *Management and Organisational Behaviour* and *Managing Human Resources* in Stage II of the programme while also creating a link from a business perspective with Strategic Management which is a core module in Stage III of the programme.

On successful completion of this module, students should have a solid understanding of the complexities of Strategic Human Resource Management. Students can acquire the necessary skills and knowledge to formulate and implement HR strategy for the achievement of organisational aims.

AIMS

This module aims 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.
- Provide students with a deep understanding of the role of HRM within the context of the overall success of the organisation.
- Ensure students have the necessary skills to understand the implications of the internal and external issues effecting the formulation and implementation of HR strategies.
- Allow students explore the process of management, in particular examining the leadership role within that process.

LEARNING OUTCOMES

On successful completion of this module, students should 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 propose effective leadership styles to facilitate innovation within the organisation.
- Demonstrate an in depth understanding of the principles underlying strategic resourcing, reward management, performance management, learning and development.

INDICATIVE MODULE CONTENT

Introduction

- Development in the field of HRM
- Hard & Soft HRM
- Strategic Human resource Management
- Towards a strategic model of HRM

Key factors in Strategic Human Resource Management

- The environment, strategy and organisation
- Strategic formulation & Implementation
- External context of strategic HRM
- Organisational context of SHRM

Strategic Human Resource Planning

- Strategic Thinking
- Human Resource Strategy and Planning
- Key benefits of a strategic human resource management system

Strategic Staffing: Recruitment and Selection Strategies

- The aims of recruitment and selection
- Strategic staffing: recruitment and selection strategies
- Equal opportunities and managing diversity in SHRM
- Contracts, contractors and consultants

Managing Performance Strategically

- Strategic aspects of performance
- Organisational performance
- Performance management processes
- Managing individual performance
- Team performance
- Staff retention

Strategic Human Resource Development

- Strategic aspects of development
- The learning organisation
- Training and developing competencies
- Learning and development
- Career development

Strategic Rewards Systems

- Strategic aspects of payment
- Job evaluation
- Incentives, pensions and benefits