

Module Code:	BUS655
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Module Title:	Strategic Human Resource Management
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Level:	6	Credit Value:	16
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Cost Centre(s):	GABP	JACS3 code: HECOS code	N600 100085
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Faculty:	FSLS	Module Leader:	V.Navaratnam
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Scheduled learning and teaching hours	56hrs
Guided independent study	104 hrs
Placement	
Module duration (total hours)	160 hrs

Programme(s) in which to be offered (not including exit awards)	Core	Option
BA (Hons) Business Administration (Level 6 Top Up)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Pre-requisites
N/A

Office use only

Initial approval August 2018
With effect from: 01/05/2019
Date and details of revision:

Version no: 1

Version no:

Module Aims

MA 1: To formulate HRM strategy aligning with business/ corporate strategy.

MA 2: To provide opportunity to demonstrate the SHRM relationships and the implications for organizational.

Intended Learning Outcomes

Key skills for employability

KS1	Written, oral and media communication skills
KS2	Leadership, team working and networking skills
KS3	Opportunity, creativity and problem solving skills
KS4	Information technology skills and digital literacy
KS5	Information management skills
KS6	Research skills
KS7	Intercultural and sustainability skills
KS8	Career management skills
KS9	Learning to learn (managing personal and professional development, self-management)
KS10	Numeracy

At the end of this module, students will be able to

Key Skills

1	Aligning the HRM functions with corporate /business strategy.	KS8	
		KS5	
2	Associate the suitable HRM functions with the designed business strategy	KS7	
		KS3	
3	Evaluate the potential of organizational work systems that might help or hinder organizational strategy	KS2	
		KS5	
4	Evaluate the role of the employment relationships and the implications for organizational strategies	KS8	
		KS1	

Transferable skills and other attributes

Type of Skill	Skills development	Method of assessment
Communication	Through preparation of course work	Individual assignment
Problem Solving Skill	Synthesizing data, making decisions on new product development	Individual assignment
Teamwork Skill	Group activities during seminars	Individual assignment

Derogations

None

Assessment: Coursework (100%)

Indicative Assessment Tasks:

Assessment One:

Research on at least two recent high-profile cases involving diversity or multiculturalism in local or international organizations. Prepare a report detailing the background of the organizations, diversity / multicultural incidents that occurred and provide your analysis and recommendations using HR perspective.

Assessment Two:

Select any international organisation, and research and evaluate the appropriateness of its' HR strategies

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)	Duration (if exam)	Word count (or equivalent if appropriate)
1	LO2-LO4	Essay	30		1500
2	LO1-LO4	Essay	70		2500

Learning and Teaching Strategies:

Lecture, tutorial, consultation and group discussion

Syllabus outline:

Content outline of the course / module and the SLT per topic	L	T	O	A
1.The Context of Strategic Human Resource Management <ul style="list-style-type: none"> The outer context The inner context Strategic Management 	3	1	4.5	
2. Contemporary Issues in HRM <ul style="list-style-type: none"> Ethnic and linguistic homogeneity Shifting patterns of gender and demographics Dismissals and redundancies 	3	1	4.5	
3. SHRM <ul style="list-style-type: none"> Human resource strategy models Dimensions of SHRM An Integrative model of HR strategy 	3	1	4.5	
4. Managing Globalization and International HRM <ul style="list-style-type: none"> Globalization of the economy Globalization of culture Globalization of politics 	3	1	4.5	
5.Sustainability in Strategic HRM <ul style="list-style-type: none"> Interrelationship between SHRM and environmental sustainability SHRM and development of skills towards furthering sustainability and stakeholder management Dimensions of organizational performance 	3	1	4.5	
6.The Business Case for Human Capital Metrics <ul style="list-style-type: none"> Three views on human capital principles 	3	1	4.5	

<ul style="list-style-type: none"> • International perspectives on the context for human capital metrics • Traditional approaches to human capital metrics • System-based approaches to human capital metrics • 				
7. Human resource Outsourcing and Shared Services: An Asian Pacific Perspective <ul style="list-style-type: none"> • HR sourcing in changing business context • To outsource or not: A strategic decision • HR activities can be outsourced • Alternatives to HR outsourcing • Trends in outsourcing • HR outsourcing in Asia Pacific Region 	3	1	4.5	
8. Transfer of HRM Policies and Practices in MNC <ul style="list-style-type: none"> • Global perspectives • Country perspectives • Sector perspectives • Organizational perspectives 	3	1	4.5	
9. Work Life Management <ul style="list-style-type: none"> • Defining work-life issues • Global trends • A strategic approach to work-life implementation issues 	3	1	4.5	
10. Managing talent <ul style="list-style-type: none"> • Managing talent-a theoretical perspective • Managing talent-a practical perspective • Managing talent-a research perspective 	3	1	4.5	
11. Ageing Workforce <ul style="list-style-type: none"> • Population and workforce ageing • Global perspectives • Industry issues and organizational responses • Ageing, public policy and SHRM 	3	1	4.5	
12. Managing Diversity, Social Inclusion and Change in the Workplace <ul style="list-style-type: none"> • Country perspective on diversity • Challenges for managing diversity • Organizational responses to the management of diversity 	3	1	4.5	
13. Human resources development <ul style="list-style-type: none"> • Strategy and human resource development • Establishing human resource development • Implementing human resource development 	3	1	4.5	
14. Development in Employee Relations in the Asia Pacific <ul style="list-style-type: none"> • Trade union in Asia • The Employment Protection law • Dispute Resolution 	3	1	4.5	
<i>Final Examination (Assignment 100%)</i>			41	
<i>Sub-Total</i>	42	14	104	0

<i>Total</i>	160
Credit	4

Indicative Bibliography:

Catherine Bailey, David Mankin, Clare Kelliher , Thomas Garavan(2018).Strategic Human Resource Management, 2nd Edition, Oxford University Press.United Kingdom

Mello, J.A (2015) *Strategic Human Resources Management* 4th ed. Cengage Learning

Connell, J. & Teo, S.(2010) *SHRM: Contemporary Issues in Asia Pacific region,*: Australia Tilde University Press.

Essential reading

Bohlander, G. & Snell, S. (2015) *Human Resource Management*, Ohio: Thomson

Lin G.P. (2010) *Human Resource Essentials: Your Guide to Starting and Running the HR Function*, 2nd ed. SHRM Publication

Other indicative reading

Lim, G.S., Mathis, R.L. & Jackson, J.H. (2016) *Human Resource Management: An Asia 2nd Edition*, Singapore: Cengage Learning