

Module specification

When printed this becomes an uncontrolled document. Please access the **Module Directory** for the most up to date version by clicking on the following link: [Module directory](#)

Refer to guidance notes for completion of each section of the specification.

Module Code	ONLM716
Module Title	Strategic Human Resource Management
Level	7
Credit value	15
Faculty	FSALS
HECoS Code	100079
Cost Code	GABP

Programmes in which module to be offered

Programme title	Is the module core or option for this programme
MSc Human Resource Management	Core

Pre-requisites

None

Breakdown of module hours

Learning and teaching hours	15 hrs
Placement tutor support	0 hrs
Supervised learning e.g. practical classes, workshops	0 hrs
Project supervision (level 6 projects and dissertation modules only)	0 hrs
Total active learning and teaching hours	15 hrs
Placement / work based learning	0 hrs
Guided independent study	135 hrs
Module duration (total hours)	150 hrs

For office use only	
Initial approval date	29th July 2024
With effect from date	September 2024
Date and details of revision	
Version number	1

Module aims

This module is designed to assist managers and entrepreneurs to enhance an organisation's performance by adopting a strategic approach to the management of its human resources. The overall module aim is to equip you with the knowledge and skills necessary to align individual and team-based activities with the organisation's mission and vision and to thus optimise the contribution made by the workforce to the achievement of its long-term ambitions. The module takes a balanced approach to the study of strategic human resource management by synthesising a combination of academic theory and practitioner experiences, drawn from a broad range of operating environments. As such, you will be able to review and evaluate the organisation's current operating environment; develop frameworks to diagnose workforce-related problems and propose solutions; and anticipate and prepare for uncertain organisational futures.

Module Learning Outcomes - at the end of this module, students will be able to:

1	Develop a strategic approach to human resource management from alternative methods of managing people in an organisation from a critical perspective.
2	Using relevant academic theory, create an overarching framework of human resource management policy to inform the design of subsequent decision-making.
3	Applying academic theory, design a planning framework that will enable the effective acquisition and initial induction of new talent into an organisation, and consider how this will be implemented, measured and evaluated.
4	Design a planning framework that will optimally support the development and enhancement of individual and team-based attitudes, skills, and behaviours within a workplace.
5	Critically assess and formulate a process for the retention of talent that is optimally adaptable to anticipated future developments in the organisation

Assessment

Indicative Assessment Tasks:

Formative Assessment

Formative assessment for this module may include:



End of lesson questions or quizzes, to check knowledge at the end of each unit and module, feedback on subject discussion forums, sharing experiences in groups, self and peer assessment and one-minute papers, to demonstrate understanding and progress of subject knowledge, and improve learning.

Summative Assessment

Assignment 1:

Learners are to present a written presentation on methods of people management, and present an alternative way of undertaking this, using contemporary theory and research, and relevant studies. From this, learners are then to create a framework underpinned by theory to support the decision-making process with HRM policy. (Indicative word count – 750 words).

Assignment 2:

Learners are to write and a critical evaluation of talent management strategies and processes for the future, taking account of existing and new methods and tools, and design a planning framework for talent acquisition based on current and future skills, attitudes and behaviours to ensure adaptability for future performance. (Indicative word count – 2,250 words).

Assessment number	Learning Outcomes to be met	Type of assessment	Weighting (%)
1	1, 2	Presentation	40%
2	3, 4, 5	Written Assignment	60%

Derogations

None

Learning and Teaching Strategies

The overall learning and teaching strategy is one of guided independent study, in the form of distance learning requiring ongoing student engagement. Online material will provide the foundation of the learning resources, to support a blended approach, requiring the students to log-in and engage on a regular basis throughout the eight-week period of the module. There will be a mix of recorded lectures and supporting notes/slides, containing embedded digital content and self-checks for students to complete as they work through the material and undertake the assessment tasks. The use of a range digital tools via the virtual learning environment together with additional sources of reading will also be utilised to accommodate learning styles. There is access to a helpline for additional support and chat facilities through Canvas for messaging and responding.



Indicative Syllabus Outline

Principles of strategic HRM

The development of 20th and 21st-century perspectives.

Connections between a strategic approach to organisational development and a strategic approach to human resource management.

HRM policy and planning

HRM policies and practices and the organisation's overall mission and vision.

Human Resource Management policy frameworks

Internal and external workforce capacities and demands

Talent recruitment and induction

Talent development and retention

Strategic HRM

Indicative Bibliography:

Please note the essential reads and other indicative reading are subject to annual review and update. Please *ensure correct referencing format is being followed as per University Harvard Referencing Guidance.*

Essential Reads

Human Resource Management Journal

The International Journal of Human Resource Management

Journal of Business and Management

International Journal of Business and Management

Journal of International Economics

International Trade Journal

Journal of Business Research

International Journal of Corporate Social Responsibility

Other indicative reading

Armstrong, M. and Taylor, S. (2020), *Armstrong's Handbook of Human Resource Management Practice*, (15th edn), Kogan Page, London

Torrington, D. (2017), *Human Resource Management*, (10th edn), Pearson Education Ltd., Harlow