University of the West of England
BRISTOL

CORPORATE AND ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data						
Module Title	Strategic Human Resource Management					
Module Code	UMPD7H-15-3		Level	3	Version	1
Owning Faculty	FBL		Field	HRM		
Contributes towards	BA (Hons) Business Studies (*Optional*); BA (Hons) Business and Human Resource Management (*Compulsory*); BA (Hons) Business Management (*Optional*)					
UWE Credit Rating	15	ECTS Credit Rating	7.5	Module Type	Standard	
Pre-requisites	UMPD78-30-2 or UMPD79-30-2 or UMPD7D-30-2		Co- requisites	None		
Excluded Combinations	None		Module Entry requirements			
Valid From	September 2013		Valid to			

CAP Approval Date	

Part 2: Learning and Teaching
Learning Outcomes

Learning Outcomes

On successful completion of this module students will be able to:

- Understand and analyse the major principles which underpin the concept of strategic HRM (Components A and B)
- Understand and critically evaluate the contribution of strategic HRM to the achievement of individual and organisational performance (Components A and B)
- Recognise the impact of contextual factors on the shaping of strategic HRM (Components A and B)
- Explore and link the potential of individual HR practices for improving performance (Components A and B)
- Understand how HR objectives are delivered in different organisations (Components A and B)
- Appreciate how the HR function can be evaluated and contribute to sustained organisational performance (Component A)
- Explain and evaluate contemporary debates and management practice in strategic HRM (Component B)
- Appreciate the ethical considerations in the delivery of strategic HRM (Components A and B)

In addition the educational experience may explore, develop, and practise but not formally discretely assess the following:

- Skills in independent learning, group work, critical evaluation, discussion and debate

	• Verbal (including presentation) and written communication skills • Time management skills
Syllabus Outline	1. Strategy and HRM 2. Models of Strategic Human Resource Management 3. The HR Casual chain 4. Human Resource Roles: How HR is Delivered 5. The Role of Line Managers 6. Strategic HR Planning 7. Strategic Recruitment and Selection 8. Strategic Performance Management 9. Strategic Reward Management 10. Human Resource Metrics and Measurements 11. Contemporary Issues in Strategic HRM 12. Ethics and Professionalism in HRM
Contact Hours/Scheduled Hours	Module delivery is based on 3 hours of scheduled learning and teaching activities per teaching week. This contact time will be divided between a lectures and workshops, which will be partially student-led in the form of in-class presentations. These workshops will provide opportunities for in-class preparation for assessment and formative feedback. This pattern of delivery will be supported by electronic means, including an online discussion forum and extensive use of VLE.
Teaching and Learning Methods	**Scheduled learning** includes 36 hours of lectures and workshops. **Independent learning** includes approximately 110-120 hours engagement with essential reading, case study preparation and assignment preparation and completion. Extensive use will be made of Blackboard for guided independent study work; to support students' learning; to facilitate interactions between students e.g. for group project work. Students will also be directed towards the University Library online Study Skills resources for the development of skills appropriate to the level and style of the module. In addition a number of e-learning resources will also be used, including: • The MySkills Study Skills website at http://www.uwe.ac.uk/library/resources/hub/ http://www.uwe.ac.uk/library/resources/bbs-study-skills/student/level1.htm • Skills4study (s4s) as part of the MySkills resource [Academic reading and note making; Critical thinking; Academic writing; Referencing and plagiarism] • iSkillzone http://iskillzone.uwe.ac.uk [workshops for information retrieval, referencing, evaluation skills and literature reviewing http://www1.uwe.ac.uk/library/help.aspx] • Learn Higher http://www.learnhigher.ac.uk/Students.html
Reading Strategy*	All students are expected to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through web sites and information gateways. The University Library's web pages provide access to subject relevant resources and services, and to the library catalogue. Many resources can be accessed remotely. Support will be provided in developing the necessary information literacy and information technology skills necessary to access required materials.

	By necessity students will need to develop as autonomous learners and will be actively encouraged to develop information skills to enable them to identify, retrieve and evaluate relevant sources of information.

Essential reading – The essential reading for this module is contained in the module handbook and on blackboard. This is potentially subject to change at short notice and students should not purchase any set text without guidance of the module tutor. Examples of essential reading for this module may include the following (although only one is expected to be purchased):

Boselie, P (2010) *Strategic Human Resource management: A balanced Approac*h. McGraw Hill

Boxall, P and Purcell, J (2011) *Strategy and Human Resource Management*, 3rd edition, Palgrave

Milmore, M, Lewis, P, Saunders, M, Thornhill, A and Morrow, T (2007), *Strategic Human Resource Management; Contemporary Issues*, FT/Prentice Hall

Shields, J. (2007*) Managing Employee Performance and Rewards: Concepts, Practices, Strategies,* Cambridge University Press, Cambridge.

Further reading – Students will be advised of further reading that is desirable and further develops knowledge and understanding of a specific topic. In addition, students will be encouraged to engage in independent research and wider reading In completion of the assessment for this module. Additional reading material will be made available to students during the course of the module via Blackboard. The essential and suggested readings provide a baseline of sources that students should go beyond in their assessment research. |
| Indicative Reading List | The indicative reading list below contains a range of textbooks which are available through the university library and which will help students to develop their knowledge beyond the immediate coverage of each session and its associated reading. This list is subject to update in each year's module handbook. In addition, to specific human resource development, career management and knowledge management texts, all HRM textbooks will address at least some of the issues/topics covered in the module. Students are expected to undertake independent study through the course of the module, beyond required reading, by identifying appropriate sources and bringing acquired to knowledge to bear on tutorial discussion. In addition, relevant academic journal articles and other additional reading will be made available to students via Blackboard:

Collings, D and Wood, G (2009) *Human Resource Management: a critical approach*: Routledge

Legge, K (2005) *Human Resource Management: Rhetorics and Reality:* Palgrave

Marchington, M. and Wilkinson, A. (2008) *Human Resource Management at Work* (4th edition), London: CIPD

Paauwe, J (2004) *HRM and Performance,* Oxford

Pilbeam, S. and Corbridge, M. (2010) *People Resourcing and Talent* Harlow: FT Prentice Hall

Boxall P., Purcell, J. And Wright, P (eds) *The Oxford Handbook of Human Resource Management,* Oxford University Press

Purcell, J. Kinnie, N., Swart, J., Rayton, B. And Hutchinson, S. (2009) *People Management and Performance*, Routledge, Oxon.

Redman, T. and Wilkinson, A. (2008) *Contemporary Human Resource* |

	Management: Text and Cases (3rd edition), Harlow: FT Prentice Hall
	Roper, I, Prouska, R, Ayudhya, U. 2010) *Critical Issues in Human Resource Management,* CIPD
	Storey, J (2007) *Human Resource Management : A Critical Text*: Thomson, 3rd edition
	Taylor, S. (2011) *Contemporary Issues in Human Resource Management.* London: CIPD
	Wilton, N. (2010) *An Introduction to Human Resource Management*, London: Sage

Part 3: Assessment

Assessment Strategy	There are two components to the assessment for this module.
	• **Component A:** A 2-hour case study exam. This will address the contribution of strategic HRM to the achievement of performance, the application of theory to practice and require students to analyse and interpret HR data. This component constitutes 50% per cent of the module mark.
	• **Component B –** An individual essay of approximately 2500 words, addressing one of a range of set questions concerning the contribution of individual HR practices to performance. This component constitutes 50 per cent of the module mark.

Identify final assessment component and element	**Component B**

	A:	**B**:
% weighting between components A and B (Standard modules only)	50%	50%

First Sit

Component A (controlled conditions) **Description of each element**	**Element weighting** (as % of component)
1. Case study exam (2 hours)	100%
Component B **Description of each element**	**Element weighting** (as % of component)
1. Individual essay	100%

Resit (further attendance at taught classes is not required)

Component A (controlled conditions) **Description of each element**	**Element weighting** (as % of component)
1. Case study exam (2 hour)	100%
Component B **Description of each element**	**Element weighting** (as % of component)
1. Individual essay	100%

If a student is permitted an **EXCEPTIONAL RETAKE** of the module the assessment will be that indicated by the Module Description at the time that retake commences.