

COURSE SPECIFICATION DOCUMENT

Academic School / Department:	Richmond Business School
Programme:	Masters of Business Administration
FHEQ Level:	7
Course Title:	Strategic Human Resource Management
Course Code:	HRM 7101
Total Hours:	200 (standard 4 credit MA course)
Timetabled Hours:	39
Guided Learning Hours:	21
Independent Learning Hours:	140
Semester:	Spring
Credits:	20 UK CATS credits 10 ECTS credits 4 US credits

Course Description:

This course is multi-disciplinary in its combination of aspects of organisational behaviour, social psychology, and motivational psychology. It covers strategic issues in human resource management including how to implement a culture which embraces diversity, equality and inclusion, lead and support organisational change and how to support employee's performance and well-being. It also provides insights into the practical aspects of HRM including the topics of talent management, recruitment, performance management, diversity, and learning and development. The course prepares students for management roles in an HR function in a variety of organisations and industries.

Prerequisites:

N/A

Aims and Objectives:

The aim of this course is to provide students with a deep and systemic understanding of the different roles and functions of human resource management. Students are encouraged to critically reflect on HR topics such as talent management, managing organisational change and the relationship between corporate strategy and strategic HR.

This course enables students to understand what is needed to work effectively with multiple teams as a leader or as a member in an HR function. The challenges of the HR professional as a partner to business will be critically analysed and reflected upon.

Programme Outcomes:

MBA:

A1, A2, A5

B1, B2, B3, B4, B5

C2, C3, C4, C5

D1, D2, D3, D4, D5

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and located at: <https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes:

By the end of this course, successful students should be able to:

Subject Knowledge and Understanding

- Critically interpret the context of human resource management.
- Understand what successful and sustainable leadership as part of a HR function is.
- Demonstrate how to influence others to achieve corporate success and development.
- Understand and recognize one's own pre-conceptions and those of others in change and corporate management.
- Identify the leadership skills that are needed to accelerate change across an organisation.

Cognitive Skills

- Develop critical responses to existing theoretical discourses, methodologies or practices in human resource management
- Evaluate statements in terms of evidence.
- Flexibly and creatively apply the knowledge of concepts as talent management or leadership development in unfamiliar organisational situations.

Subject Specific, Practical and Professional Skills

- Engage as a leader and as a team member in group work that will require intellectual, reflective and analytical application.

General/Transferable Skills

- Effective oral and written communication in a range of traditional and electronic media.

Indicative Content:

- The Evolution of the HR Function

- HR tools and techniques to implement Diversity, equality and inclusion
- Talent Management
- Learning & Development
- Recruitment & Selection
- Green HR
- Ethics and Leadership in HRM
- Managing Performance
- Compensation Structure

Assessment:

This course conforms to the Richmond University Standard Assessment Norms approved at Academic Board and are located at <https://www.richmond.ac.uk/university-policies>.

Teaching Methodology:

The course will be taught through lectures, seminars, tutorials, workshops, and practical sessions.

Bibliography:

See syllabus for complete reading list.

- Noe, R.A. *et al.* (2023) *Human Resource Management: Gaining a competitive advantage*. New York, NY: McGraw Hill.
- Syed, J., Kramar, R., 2017. *Human Resource Management: A global and critical perspective*, 2nd edition. ed. Palgrave Macmillan, London.

Journals

- Advances in Developing Human Resources (Sage)
- Harvard Business Review (Harvard Business School).
- Journal of General Management (Braybrooke Press Ltd).
- Journal of Management Studies (Blackwell).
- Leadership and Organisation Development Journal.
- Strategic Management Journal (Wiley).

Industry Insights

- McKinsey Quarterly (McKinsey & Co.).
- PwC 365
- Oliver Wyman Ideas
- Warren Buffett's Annual Shareholder Letters

Web Sites

Change Log for this CSD:

Nature of Change	Date Approved & Approval Body (School or AB)	Change Actioned by Registry Services
Title, content, reading list		
New Course to be first offered in spring 2020		
Title, content, reading list		
Programme outcomes updated	Feb 2024	
Total Hours Updated	May 2024	