

MSc in Strategic Human Resource Management

Indicative content, subject to change

Semester 1 compulsory modules

ECOB302 Principles and Practices of Global Business

ECTS 7

The aim of this module is to present some of the most pressing issues facing global business in today's international political and economic environment. Current and relevant topics organized around the following principal themes will be examined: the present world economic situation; globalization and ethical governance; multinational enterprises and ethical practices; international trade, labour, job creation and sovereign wealth; international monetary issues; developing countries and emerging economies, trade, aid and environmental, regulatory and ethical issues.

- Introduction and module overview
- A Framework for global strategies: the CSA – FSA Matrix
- A framework for external environmental assessment: 5-Forces Model
- Globalisation and ethical governance
- International finance: currencies
- A framework for internal environmental assessment: value chain
- Developing economies: trade and aid
- International trade: job creation and sovereign wealth
- The WTO: environment, regulation and ethics
- Strategic management in an international environment
- Introducing international human resource management
- Political, legal and cultural background of international business
- Marketing and international trade
- Challenges of globalization and international business

HRMB311 Leading and Managing People

ECTS 6

This module provides opportunities to apply contemporary leadership and management theory to practice in the workplace. Specifically, students will develop an understanding of the roles and responsibilities associated with leading and managing others on different organizational levels as well as the principles to be followed in order to stimulate effort and better performance. Knowledge and understanding of the particular theories and strategies necessary for success will be enhanced.

- The role of leadership in strategy crafting and implementation
- Traditional models of Leadership
- Culture and Leadership; Influence and Leadership
- Critical issues in Leadership
- Societal and Organisational Culture
- Recruiting, training and coaching employees and assessing their performance
- Diversity management

HRMB313 Strategic HR Management

ECTS 7

The module aims to review the theory and practice of Strategic Human Resource Management. It explores the impact of both the domestic and global environmental contexts on human resource management strategies and examines the ideas of best practice in Strategic Human Resource Management.

- Introduction to Strategic HRM
- Human Resource Strategies
- Human Resourcing and Flexibility
- Talent Management: Attracting, selecting, developing and engaging talent
- Strategic Compensation Management and Incentives
- International HRM
- Evaluating the effectiveness of the HR function

SKIB307 Fundamentals of Research - Academic Skills

ECTS 4

The aim of the module is to equip students on the MSc programmes, possessing a wide range of backgrounds in terms of culture and academic experience, with sound research and argumentation skills. Through carrying out independent research, students attending the course will learn how to use the library and electronic sources effectively and develop their critical thinking, reading, and basic quantitative skills. Referencing and academic writing skills are also reviewed and developed.

- Verbal reasoning
- Numerical reasoning
- Using sources and data
- Writing academic paragraphs
- Writing academic papers

STAB301 Quantitative Methods for Social Sciences

ECTS 6

This course covers the main concepts of data analysis and statistical computing, both increasingly used in the social sciences. The emphasis is on the practical application of quantitative reasoning, visualization, and data analysis. The goal is to provide students pragmatic tools for critically assessing statistical claims and conducting their own statistical analyses. The knowledge and the skills gained on completion of this module will be particularly important when students write their Dissertation.

- Data types, data collection basics
- Distributions of random variables
- Descriptive statistics
- Statistical inferences
- Methods of hypothesis testing
- Linear regression

Semester 2 compulsory modules

BPSB301 Business Strategy

ECTS 7

The focus of this module is on strategic management in the context of global competition. Students will be given the opportunity to build skills in analysing global industries and firms, gain further knowledge of what 'wins' and what 'loses' in global competition, and gain perspective on what strategies provide competitive advantage today and may do so in the future.

- Positioning (PESTEL, Porter's 5 forces) versus resource-based view
- Competitive strategy (Bowman's strategy clock)
- Strategy execution: culture, structure, incentives
- Emergent strategies, learning and change
- Strategy & ethics, social responsibility
- Virtual simulation exercise

HRMB304 Performance Appraisal and Management

ECTS 7

The module aims to explore the design and implementation of effective performance management systems – meaning systems that continuously identify measure and develop the performance of individuals and teams and align their performance with the strategic goals of the organisation.

- Performance management systems and processes
- Performance management planning and performance measurement
- Performance management and employee development
- Performance management skills and managing team performance
- Performance management: limitations and contemporary challenges

HRMB314 Strategic Career Planning

ECTS 6

The module offers a complete overview on the HRM activities of a medium-size firm through the typical lifecycle of an employee, from advertising the position through selection processes, contract discussions and salary agreement to talent management and improvement leading up to the planning of retirement and succession to key persons of the organisation.

- Overview of the employee life-cycle and its relation to HR strategy
- Recruiting (advertising, selection, contract)
- Induction for new employees
- Staff training and self-development
- Employee reward/compensation
- Planning for succession; retirement

SKIB305 Skills for Managers

ECTS 2

The aim of the module is to provide students with a comprehensive overview of the most essential professional skills to perform exceptionally as managers at medium or large enterprises. The module focuses on equipping students with skills and techniques in the following areas: executive oral and written communication, teamwork and cross-cultural collaboration, leadership and organisational skills. The module will apply a flipped-classroom approach to enable students to engage in interactive seminars, group discussions and business case analysis.

- Executive communication skills: presentations and public speaking
- Executive communication skills: written communication and executive reports
- Critical reading skills: extracting and analysing information from various sources
- Organisational skills: Establishing cross-functional teams
- Organisational skills: Team roles and collaborative tools
- Cross-cultural collaboration: virtual and multi-location teams
- Organisational skills: Team challenges and conflict resolution
- Organisational skills: Team performance appraisal
- Leadership: mission, vision, employee engagement
- Leadership challenges in a corporate setting

SKIB308 Fundamentals of Research - Research Design

ECTS 3

Students on the MSc programme will be expected to undertake effective management research drawing upon a range of primary and secondary data sources; it is therefore important that they are exposed to a range of generic methodological issues, techniques and study skills. Whilst these research skills are of relevance to other modules, the methodological component of this module is particularly geared towards preparation for and successful completion of the Dissertation.

- Research strategies
- Sampling
- Data collection methods
- Avoiding biases and improving data quality
- Research ethics
- Dissertation writing

Semester 2 optional modules

HRMB305 Corporate Social Responsibility

ECTS 5

This module will take a broad perspective on CSR, and investigate a large variety of issues related to the responsibilities corporations have. Students will become familiar with the various facets of corporate social responsibility, the basic concepts of business ethics, and the different perspectives on corporate ethical behaviour.

The module aims to develop a critical sense of awareness about the role of business in working towards transparency, social responsibility and environmental sustainability. Through teaching the basic concepts of CSR and the theoretical frameworks of business ethics, the module aims to enable students to critically assess business processes from this perspective, and thus be able to contribute to building socially responsible organisations.

- Ethical perspectives on business
- Internal CSR
- External CSR
- CSR strategy and implementation
- Sustainability reporting and measuring corporate social performance
- The business case and impact of CSR

HRMB306 Coaching

ECTS 5

The module aims to provide students with practical skills, methods and techniques to successfully conduct an individual or team coaching process ("coaching" is used in a broad sense for a wide range of organisational interventions), and to support an Organisational Development Change process as HR professionals by using coaching skills and techniques.

- Individuals and teams and organisations
- Individual level: personality types, values, motivation
- Team level: team roles, stages of team development, group dynamics
- Organisation level: organisational culture, organisational networks
- Using GROW model for coaching
- Creating rapport and trust in coaching
- Active listening in coaching
- Question-technique in coaching
- Giving feedback in coaching
- Setting developmental goals in coaching
- Increasing awareness as a coach
- Some individual and team coaching approaches and methods

Semester 3 compulsory modules

DISB301 Dissertation

ECTS 30

The MSc dissertation aims to integrate the students' business and management skills and knowledge with the published research in the area under study so that the project meets the 'double hurdle' of high academic quality and high relevance to the user communities for which it has been written.

- No formal teaching; the module is delivered by individual consultation.