MGMT3724

Subject Guide

STRATEGIC HUMAN RESOURCE MANAGEMENT
Course Aims and Objectives

Strategic Human Resource Management is an advanced HRM course, offered to students interested in developing their understanding of human resource management in a strategic direction. The course focuses on the internal and external environments from which human resource strategies emerge, and deals with a range of contemporary issues in human resource management. In Strategic Human Resource Management we look at new ways of thinking about organisations and their stakeholders.

In this course we look at issues such as: How does HRM relate to wider organisational agendas? How can we integrate stakeholder concerns into organisational decisions and strategies? How can strategic thinking underpin HRM activities? What are the barriers to strategic thinking in organisations? The course endeavours to provide students with opportunities to synthesise managerial strategy issues with HRM processes.

At the completion of this subject, you should be able to:

a) describe various perspectives on management strategy and their links with human resource management
b) recognise how internal and external contexts can influence HRM practices
c) recognise different approaches to strategy development in organisations
d) apply strategic thinking to human resource management practices
e) evaluate human resource management strategies in an organisation

SUBJECT PREREQUISITE: IROB2718

Approach to Learning

This course will utilise an active adult learning approach, which provides for a mix of learning experiences and a hands-on approach to the various concepts. Students enrolled in this subject attend classes on campus each week during Session. Class times and locations are listed below.

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<tr>
<th>Lectures</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Wednesday</td>
<td>2-4pm</td>
<td>CLB2</td>
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<table>
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<tr>
<th>Tutorials</th>
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<tbody>
<tr>
<td>Monday</td>
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<td>Wednesday</td>
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Consultation

<table>
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<tr>
<th>Day</th>
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<th>Room</th>
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<tr>
<td>Mon</td>
<td>4.00-5.00 p.m.</td>
<td>RM 4.091</td>
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<tr>
<td>Wed</td>
<td>5.00-6.00pm</td>
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Learning will take place through lectures, tutorials, essay writing, group discussions, and of course your own reflection. In the lectures, we will cover some key conceptual frameworks, and reflect on the main perceptions and practices that make up Strategic Human Resource Management. Lectures will be interactive in nature and will synthesise material from a range of sources, including your own prior knowledge and experiences.

Tutorials will further explore the application of these concepts to workplace practices, and encourage discussion and exploration of some of the issues raised in the readings.

Please come to each class prepared (i.e. you should have worked through the week's readings and be ready with questions, comments and criticisms). From a time management perspective, this means you would need to allocate around 2-3 hours per week for weekly study. Time to complete the various assessment components would also need to be factored into your weekly routines.

If you need any assistance in managing your time, you may find it helpful to contact the Faculty's Educational Development Unit (see page 8 of this course outline).

Assessment

Assessment is an important component of the learning process. The exercises and assignments aim to provide you with an opportunity to consolidate your ideas and research, as well as assess how successfully you can apply what you learn. Assessment is made up of the following components:

- Attendance: 10%
- Reading reviews (6): 30%
- Essay: 40%
- Examination: 20%

The details of requirements for each of these assessment items are set out below.
Attendance: 10%
Students who attend every tutorial will receive 10 marks. One mark will be deducted for each missed tutorial unless there is a valid, documented reason for the absence, e.g. illness.

Reading reviews: 30%
At the tutorial in week 3, all students should submit a review of approximately 200 words, outlining the main argument of one of the readings for the week. This review is worth NO MARKS, so the choice of whether or not to do it is entirely up to you. The reviews will be marked and can be collected in week 4, so that you have the opportunity for feedback on any problems, e.g. with referencing, plagiarism, etc, before you start to do the reviews that are worth marks.

In the remainder of the semester (week 4 onwards) students are required to submit a further 6 reviews (200 words each, outlining the main argument) of the required readings. The choice of which weeks you cover is yours. However, do not leave it till week 11 to begin. These reviews are worth 5 marks each. Students may not submit more than six of these reviews. The reviews must be fully referenced and have a bibliography, in the same way as a longer essay. However, obviously the bibliography of these mini-essays will only contain one item.

Essay: 40% (due on Wednesday 29 October – week 13)
Each student will write an essay of 2,500 words. The essay topic will be given out separately in week 3.

Examination: 20% (in lecture period, week 14)
The exam will be held during the lecture period in week 14. It will be an open book exam, i.e. you may bring the text book and your reading reviews (but nothing else) and refer to them during the exam. Further details of exam content will be given during the semester.

Obligation to ‘keep informed’:
It is the student’s obligation to maintain contact with the lecturer, and to be aware of any notices, advice or materials provided. Every enrolled student has a UNSW e-mail address (zID@student.unsw.edu.au) and the lecturer will from time to time issue individual or whole-class notices using this e-mail.
system. If you have another email address that you check regularly, it is very simple to have all messages to your UNSW address automatically forwarded to it.

**Submission of written work:**

Essays are to be submitted either via the School office or directly to the lecturer. **No essays are to be put under doors.** It is the responsibility of the student to obtain a signed receipt for their essay. If you do not have a receipt, as far as the School is concerned your essay has not been submitted. The receipts are the tear-off slips at the bottom of the School’s essay cover sheet. If you hand your essay in to your lecturer or to the staff of the School office, they will sign, date and tear-off the receipt for you there and then. The only other way to submit your essay is to put it in the School office essay box if the office is closed. If you do this, IT IS YOUR RESPONSIBILITY to come back during office hours and get the receipt. It is in your interests to do this as soon as possible. Students whose essays cannot be found, and who do not have receipts for them, will be deemed not to have submitted the essay and will not be allowed to submit late copies. No essays will be accepted after other students’ essays have been returned.

**Plagiarism:**

You must **WRITE YOUR ESSAY IN YOUR OWN WORDS.** All students should be aware that PLAGIARISM (such as the verbatim and unacknowledged use of someone else’s published ideas and argument) is regarded as an act of serious academic misconduct and will be treated accordingly. The systematic PARAPHRASING of recommended or other texts is also regarded as a major misdemeanour, even where the texts (mis)used are actually acknowledged in references. Similarly, a dim view will be taken of the ‘RECYCLING’ of written material prepared for other subjects. Finally, any student suspected of submitting ‘GHOSTWRITTEN’ WORK (i.e. text written by a person other than the student) may be required to participate in a viva (i.e. a formal presentation and interview on essay content).

Any plagiarism at all will cause you to lose marks. More than 200 words of plagiarism will attract a **mark of ZERO.** You will **not** be allowed to re-submit the work.

For further guidance on **essay writing/presentation and written communication skills,** students are advised to refer to the following two publications, which are available free of charge to students:

Faculty of Commerce and Economics, *Communication Skills Resource Book For First Year Students in the Faculty* (available from the Faculty Students Centre, Ground Floor, John Goodsell Building).

Please feel free to contact your tutor or lecturer if you have any issues or concerns relating to this subject, or your ability to meet the expectations of the course.
If you have any general concerns relating to organising your workload, or indeed any other study issues, it is recommended you consider the following services:

**The Educational Development Unit** of the Faculty of Commerce and Economics (3rd Floor Tower, Quad Building, Tel: 9385-6163) supports students in the development and enhancement of the skills needed for study. They conduct free workshops throughout the session. Students are welcome to visit the EDU and talk to staff about their learning and language needs, collect appropriate support materials, or for consultations.
If there is sufficient interest a study skills workshop, specifically for SHRM students, can be arranged. Contact your lecturer if you are interested.

**The Learning Centre** of the University of NSW can assist students with any aspect of study. This confidential service provides a range of resources covering areas such as time management, study stress, study skills, and essay and assignment writing. There are excellent resources available online at [www.ls.unsw.edu.au/olib.html](http://www.ls.unsw.edu.au/olib.html). Contact the Learning Centre on 9385-3394.

**UNSW Student Support Services** (2nd Floor, Quad Building, Tel: 9385-5432) are available for individual personal counselling or advice on personal issues, on a confidential basis.

Many undergraduate students find it difficult at times to keep up with reading and assessment requirements, regardless of their area of study. These services are available free to UNSW students, and are useful resources for preventing study problems from occurring, as well as helping to solve them.
Subject Outline – IROB3724

Week 1 (Wed 30 July)  Welcome to the course: topic overview  (no tutorials this week)

Week 2 (Wed 6 Aug)  HRM and business performance

Week 3 (Wed 13 Aug)  Strategy and the process of strategic management

Week 4 (Wed 20 Aug)  Strategic HRM: ‘best fit’ or ‘best practice’?

Week 5 (Wed 27 Aug)  Strategic HRM and the resource-based view of the firm

Week 6 (Wed 3 Sept)  Work systems and the changing priorities of production

Week 7 (Wed 10 Sept)  Linking work systems and models of employment

Week 8 (Wed 17 Sept)  Managing individual performance and development

Week 9 (Wed 24 Sept)  Employees’ collective voice in unionised and non-unionised firms

SESSION BREAK

Week 10 (Wed 8 Oct)  Film: “Human Resources”  (no tutorials this week – public holiday Monday)

Week 11 (Wed 15 Oct)  HR strategy and the dynamics of industry-based Competition

Week 12 (Wed 22 Oct)  Corporate HR strategy in the global economy

Week 13 (Wed 29 Oct)  Future of SHRM (ESSAY DUE)

Week 14 (Wed 5 Nov)  OPEN BOOK EXAM 2-4pm in CLB 2