MGMT 5908

General Course Information

strategic human resource management

Session 1 – 2005

School of Organisation and Management
Course Aims and Objectives

Strategic Human Resource Management will help you understand how people management practices can enhance organisational performance and promote sustainability.

The course focuses on the internal and external environments from which human resource strategies emerge. We see how holistic and integrated approaches to people management and stakeholder relations can increase an organisation’s capability for continuous renewal and long-term viability.

Strategic Human Resource Management will introduce you to a range of contemporary issues in human resource management, and to some new ways of thinking about organisations and their stakeholders.

In this course we look at issues such as:

- How does human resource management relate to wider organisational agendas?
- How can we integrate stakeholder concerns into organisational decisions and strategies?
- How can strategic thinking be integrated into HRM activities? What are the barriers to strategic thinking in organisations?
- What does it mean to be a HR professional?

In this course we aim to help you develop the analytical and thinking skills that will allow you to synthesise managerial strategy issues with HRM processes, so as to promote organisational sustainability.

Learning Outcomes

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

a) apply strategic thinking to human resource management practices
b) outline approaches to strategic management and how they can impact on people management in organisations
c) recognise the links between management strategy, human resource management and organisational sustainability
d) recognise how internal & external contexts can influence HRM practices (weeks 3, 4, 10, 11, 12);
e) conduct a strategic appraisal of an organisation, and evaluate its human resource management strategies
f) recognise the social, professional and organisational responsibilities associated with human resource management
g) develop the practice of pooling and sharing ideas and experience as a means of extending collective knowledge
**Approach to Learning**

In SHRM we take 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 Two. Class times and locations are listed below*

<table>
<thead>
<tr>
<th>Lecture/Seminars</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>Tuesday</td>
<td>6.00-7.30 pm</td>
<td>Goldstein G06</td>
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* Drop-in Consultation Hours
  
  To be advised 2.00-4.00 pm (or by appointment)

Learning will take place through seminars, class exercises, group discussions and assisted fieldwork. 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 (they will not simply reiterate weekly readings). Seminars will look at direct applications of these concepts to workplace practices, and encourage discussion and exploration of some of the issues raised in the readings. Seminars provide you with the opportunity to develop hands-on skills related to the assignment.

**Learning Materials**

The following texts can be used as a learning aid in this course:


Selected chapters will be included in a course reading handbook, available from the library (www) or bookshop. The reading handbook also contains a selection of the relevant literature chosen to expand on important themes and issues, and introduce you to contemporary thinking, influential ideas, and illustrative descriptions. You will find that they span a range of authors, time periods, and perspectives, in order to allow you to explore the key issues at different levels.

*Note: If the class prefers, the lectures in weeks 4, 5, & 6 can be combined into a Saturday workshop. This will be discussed in the Week 1 class.*
If you are interested in general books in the area of Strategic HRM, the following books (also available in the library) are recommended:

**Human Resource Management**


**Strategic Management in general**

- Grant R 2002, *Contemporary Strategy Analysis*, 4th Ed, Malden: Blackwell (S658.401/244)

If you would like a specific recommendation that takes into account your own experience and interests, please consult your lecturer.

**Assessment**

Assessment is an important part of the learning process. The exercises and assignments aim to provide you with an opportunity to develop hands-on skills and consolidate your ideas and research, as well as assess how successfully you apply what you learn. Assessment is made up of the following components, and all components must be completed in order to pass the course:

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Books recommended for stretching your knowledge and further developing a critical perspective are marked (S).
<table>
<thead>
<tr>
<th>Assessment Component</th>
<th>Marks (%)</th>
<th>Due</th>
<th>Length</th>
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<tbody>
<tr>
<td>1. Strategic Appraisal Project</td>
<td>Opt 1</td>
<td>10%</td>
<td>3rd September</td>
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<tr>
<td></td>
<td>Opt 2</td>
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<tr>
<td>2. Learning Journal</td>
<td>25%</td>
<td>5 Weeks²</td>
<td>1-2 pages</td>
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<tr>
<td>3. Open Book Exam</td>
<td>25%</td>
<td>30%</td>
<td>To be advised</td>
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You may choose one of two options for assessment. If you chose the first option, you will be asked to give a short oral presentation of your project findings to the class in Week 13 (see next page for details). If you choose the second option, you do not need to give an oral report, and your exam component will be more heavily weighted.

1. Assignment: Strategic Appraisal

The purpose of this assessment is to apply strategic thinking skills to people-related issues in an organisation. This assignment is a key learning vehicle for this course. The project is designed to enable you to gain practical experience in the setting of real-world examples, and to develop your skills in project management, field research, organisational analysis and report writing. Each week we will spend time on the development of the skills necessary to complete your appraisal.

In this field study you will be asked to consider the some of the internal and external factors impacting on HRM strategic choices in an organisation. The organisation may be small or large, and from the private, public, community or non-wage sectors. This component of the assessment can be undertaken individually or in pairs.

More detailed handouts, which take you through the various stages of the project, will be distributed during class. Also, to assist you in developing the practical skills needed for this project, part of each week’s seminars will be devoted to the Strategic Appraisal project.

2. Learning Journal

The second assessment component is a Learning Journal, which you will need to maintain for at least five (5) weeks between Weeks 2 and 12, (including Week 3, which is compulsory). The purpose of this assessment task is to have

² Over the course of the Session. See full Course Guide for details
you think seriously about the issues raised in the weekly readings, and use this understanding to write a reflective summary.

3. Open Book Exam

A two-hour open-book exam will be held at the end of Session, and will assess your overall lecture participation. The exam will consist of brief essay-style questions (you will have a choice), which will give you the opportunity to integrate key concepts and issues raised during the lectures and seminars.

The date for the final exam will be decided after consultation with the class. Further details will be provided during the session.
**Subject Outline—IROB 5908**

**Week 1:** Welcome to the Course: Introductions and Topic Overview  
*(no seminars this week)*

**Week 2:** Organisational Strategy & Human Resource Management  
*Reading Skills Workshop*

**Week 3:** The Strategic Context — Contemporary Perspectives

**Week 4:** Strategy Development Processes — Lonely Planet Workshop  
*3 Hr workshop*

**Week 5:** SHRM in Practice—Organisational Commitment Strategies

**Week 6:** SHRM in Practice — Resource-Based Views  
*FIRST SUBMISSION OF PROJECT BRIEF - Friday 3rd Sept*

**Week 7:** Organisational staffing, structures and change  
*3 Hr workshop*

**Week 8:** PROJECT RESEARCH WEEK

**Week 9:** Barriers to SHRM

**SESSION BREAK**

**Week 10:** Embedding Ethics in Strategic HRM

**Week 11:** Strategic Thinking and Performance Management  
*ASSIGNMENT DUE FRIDAY 15th OCTOBER*

**Week 12:** Developing Organisational Capabilities: Learning & Development

**Week 13:** Project Reports — Sharing of Findings

**Week 14:** Revisiting SHRM— A Look to the Future

*End of Session*  
*EXAM DATE TO BE AGREED*