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MBA 645.02: Strategic Human Resource Management

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SUBJECT OUTLINE

MBA 645: STRATEGIC HUMAN RESOURCE MANAGEMENT

INSTRUCTOR

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Office Hours: Monday 9.00-11.00 am

Wednesday 9.30-10.30am

2.00-3.00pm

CLASS CONTACT

This subject requires 30 hours of class time, with class schedules for:

**Tuesday and Thursday 8.10-9.30am
2.10-3.30pm**

Over the first five weeks of the semester

Location: GBB L04

Subject overview

This subject is about the strategic management of human resources in both the domestic and international environments. This is considered one of the fastest developing areas in the human resource management discipline, with new concepts and models emerging frequently. The material covered within the subject aims to integrate various functions of human resource management with business strategy, so as to provide a business orientation in the practice of HRM. Both theoretical as well as application issues relating to staffing, compensation, performance appraisal and training and development will be examined.

Aims and objectives

The aims of this subject are to provide a comprehensive coverage of the theoretical as well as the practical applications of issues and challenges in the field of strategic human resource management. Specifically, by the end of the session, students will be expected to be able to:

- Identify the major factors influencing the development of SHRM as a field of study and practice
- Describe the key concepts relating to the formulation and implementation of corporate strategies both domestically and internationally
- Recognise the contributions of domestic and international HRM to corporate strategies

- Describe the ways in which key human resource management functions, i.e., staffing, appraisal, reward practices, and staff development, may be performed with a strategic orientation
- Identify key theoretical issues in the process of strategy-HRM integration and in the 'strategic fit' proposition
- Identify how a SHRM focus can contribute to enhanced product/service quality, employee commitment and loyalty
- Explain why SHRM is being viewed as a means of improving competitiveness and gaining competitive advantage

PRESCRIBED TEXT

Anthony, W.P., Perrewé, P.L., and Kacmar, K.M., (2002) *Human Resource Management: A Strategic Approach*, 4th ed, Dryden Press, Forth Worth, TX.

Recommended readings

It is not expected that students read all the books listed below. However, they, and appropriate journal articles, will prove helpful in researching writing the assignment.

Becker, B.E., Huselid, M.A., and Ulrich, D., (2001) *The HR scorecard: Linking people, strategy and performance*, Harvard Business school Press, Boston.

Boxall, P., and Purcell, J., (2003) *Strategy and human resource management*, Palgrave, Macmillan, Hampshire.

Butler, J.E., Ferris, G.R., and Napier, N.K., (1991) *Strategy and Human resources management*, South-Western Publishing Co., Cincinnati, Ohio.

Dreher, G.F., and Dougherty, T.W., (2002) *Human resource strategy: A behavioural perspective for the general manager*, McGraw-Hill/Irwin, New York.

Greer, C.R., (2001) *Strategic human resource management: A general managerial approach*, Prentice Hall, New Jersey.

Holbecke, L., (1999) *Aligning human resources and business strategy*, Butterworth Heinemann, Oxford.

Mabey, C., Salaman, G.L., and Storey, J., (ed) (1998) *Strategic human resource management: A reader*, Sage publications Ltd, London.

Mello, J.A., (2002) *Strategic human resource management*, South-Western, Thomson Learning, Cincinnati, Ohio.

Thorpe, R., and Homan, G., (2000) *Strategic reward systems*, prentice Hall, Harlow.

Travaglione, A., and Marshall, V., (ed) (2000) *Human resource strategies: An applied approach*, Irwin/McGraw-Hill, Sydney.

Tyson, S., (1995) *Human resource strategy: Towards a general theory of human resource management*, Pitman Publishing, London.

Walker, J.W., (1992) *Human resource strategy*, McGraw Hill Inc, New York.

Walton, (1999) *Strategic human resource development*, Prentice Hall, Harlow.

STUDY SCHEDULE

DATE	TOPIC	REQUIRED READING
27 January	<ul style="list-style-type: none"> • Introduction • What is Strategic Human Resource Management? • The emerging need for a strategic approach to human resource management. 	Text, Chapters 1 and 3
29 January	<ul style="list-style-type: none"> • The strategic contributions of Human Resource Management • SHRM and competitive advantage 	Reading(s) supplied
3 February	<ul style="list-style-type: none"> • The formulation and implementation of Human Resource Strategies • Turning HRM strategies into policies and practices 	Text, Chapter 2 Reading(s) supplied
5 February	<ul style="list-style-type: none"> • Strategic Human Resource Planning • The role of Job Analysis in SHRP 	Text, Chapters 4, 5 and 6
10 February	<ul style="list-style-type: none"> • Strategic staffing – Into, around and out of the organisation • Short Answer Test 	Text, Chapters 7 and 17
12 February	<ul style="list-style-type: none"> • Strategic performance appraisal • Designing, conducting and using appraisal information strategically 	Text, Chapters 10 and 12
17 February	<ul style="list-style-type: none"> • Strategic compensation practices • Linking rewards to performance 	Text, Chapters 11 and 13
19 February	<ul style="list-style-type: none"> • Strategic human resource development • Career management, succession planning 	Text, Chapter 9
24 February	<ul style="list-style-type: none"> • Integrating HRM and corporate strategy and the ‘strategic fit’ proposition • SHRM and employee loyalty and commitment 	Readings supplied
26 February	<ul style="list-style-type: none"> • Reflections – the present and future directions of SHRM • Final Examination 	

ASSESSMENT

Students are required to complete three (3) items of assessment. All are compulsory and make up 100% of total assessment.

Assessment item 1

Due Date: 10th February
Value: 10%

This assessment item will consist of a test containing four (4) short answer questions drawn from the material discussed to date. All questions are compulsory.

Assessment item 2

Due Date: 19th February
Value: 30%
Length: 3,000 words approximately

“Organisations must maintain congruence among corporate strategy, organisational structure and human resource management practices”.

Critically discuss, using as a specific example one of the following topics:

- Strategic staffing
- Strategic appraisal

The essay should be written in good academic style with appropriate citations and submitted during the afternoon class.

Assessment item 3

Due Date: 26th February
Value: 60%

The final assessment item for this subject will be a final examination consisting of a case study or application scenario (to be confirmed with you two weeks prior to the examination).