Course Outline:
BUHRM 6936
Strategic Human Resource Management

School/Portfolio: School of Business

Course Code/ID: BUHRM 6936

Course Title: Strategic Human Resource Management

Level: Advanced

Prerequisites: BUHRM 5912

Corequisites: Nil

Exclusion(s): Nil

Credit Points/Progress Units: 15

ASCED Code: 080301

Objectives:
This course involves the critical examination of strategic human resource management (SHRM) in the context of a changing business environment. It is about defining and managing the boundaries of the corporation.

Emphasis is placed on the development, implementation and evaluation of change. The role of strategic HRM in facilitating this process is discussed and critically examined. Previous study in Human Resource Management (HRM) is assumed.
On successful completion of the course the students will be able to:

**Knowledge**
- Identify the nature and theoretical underpinnings of SHRM
- Develop a knowledge of competing theoretical models of SHRM
- Develop an understanding of the theoretical perspectives in organisational strategy and strategic management theory;
- Understand the relationship between theories of strategic and strategic management, and models of strategic HRM
- Understand the role of formal HRM under SHRM

**Skills**
- Evaluate the connections between SHRM and strategic planning processes.
- Analyse emerging strategic challenges in HRM in an increasingly dynamic and complex business environment.
- Demonstrate how HRM contributes to the competitive advantage of the firms
- Explain the process of SHRM
- Understand the implications of HRM for different organisational strategies
- Analyse the strategic planning and implementation considerations associated with key areas of HRM strategy.
- Assess the importance of human resource management in enhancing organisational performance.

**Values**
- Appreciate the SHRM dimensions in business practice
- Value the role of SHRM in corporate functioning
- Appreciate contrasting perspectives on SHRM
- Develop a broad perspective on the stakeholders of the organisation
- Recognise multiple agendas and perspectives in the wider business community

**Content:**
The interaction of external environment, organisational factors and strategic human resource management (SHRM) is examined from multiple perspectives. Topics may include:

- The fundamental issue of what does it mean to be Strategic about HRM?
- The strategic uses of participative management
- Foundational concerns: Strategic adaptability, managerial discretion, and the determinants of HR systems
- Strategic HR functions; staffing, training, remuneration
- Managing SHRM in a complex and uncertain organisational, social and economic context
- Managing employment and other human resourcing relationships
- Organisations, strategies and human resourcing
- building SHRM capabilities,
- SHRM program evaluation.
- perspectives of HRM at the strategic, operational and functional levels of the organisation
- The needs of highly competitive organisations in highly competitive environments and HRM.
- High-commitment HRM
- Internal and external fit in SHRM systems
- Strategic renewal: Downsizing, mergers and acquisitions, and restructuring
• Enabling strategy: Strategic uses of change management
• Strategic HR systems/SHRM measurement

Learning Tasks & Assessment:

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<tr>
<th>Learning Task</th>
<th>Assessment</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Essay/report</td>
<td>Written report</td>
<td>20%</td>
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<tr>
<td>Report</td>
<td>Company Strategic Human Resource analysis (Group task)</td>
<td>40%</td>
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<tr>
<td>Case Study</td>
<td>Time constrained assessable task</td>
<td>40%</td>
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Adopted Reference Style

APA

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