HRM 328

Strategic Human Resources Management

S2 Evening 2019

Department of Management

Contents

General Information

Unit convenor and teaching staff
Unit Convenor/Lecturer
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Contact via Email
Please view consultation hours via iLearn - https://ilearn.mq.edu.au/login/

Credit points
3

Prerequisites
(48cp at 100 level or above) including (HRM201 and HRM250)

Corequisites
3cp from HRM300-HRM317

Co-badged status

Unit description
This unit is aimed at teaching students to apply knowledge and skills gained in human resources management (HRM) in an integrated way to organisations. The unit reviews and applies theoretical perspectives on strategic HRM to case studies of organisations. It provides the intellectual and practical tools for students to evaluate various approaches to the conception, planning, implementation and evaluation of strategic policy and practice in key functional areas of HRM. Students will develop graduate capabilities in critical, analytical and integrative thinking and effective communication in relation to the development of strategic responses to contemporary HR issues.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.

Evaluate the role HR metrics play in strategic decision making within an organisation.

Analyse the impact of strategic HRM in the context of the modern organistion.

Assessment Tasks

Name	Weighting	Hurdle	Due
Individual Essay	30%	No	Week 5
Case Study Presentation	20%	No	Week 6-12
Strategic HRM Project	50%	No	Week 12

Individual Essay

Due: **Week 5**
Weighting: **30%**

Individual Essay Assessment Summary Task Description The purpose of this assessment is to develop a critical understanding of how key theoretical and practical aspects of HR impact the strategic direction of organisations. The topic for this assignment will be provided on iLearn in week 1. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page **Length** 1,500 words excluding the reference list. **Inherent Task Requirements** None **Late Submission**
Late essays must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24-hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:
- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Evaluate the role HR metrics play in strategic decision making within an organisation.
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Case Study Presentation

Due: **Week 6-12**
Weighting: **20%**

Case Study Presentation Assessment Summary Task Description The purpose of this assessment is to develop your skills in case analysis and oral communication. You will be allocated a case study relating to a particular specific aspect of strategic HR. Topics will be

provided on iLearn by the end of week 2. **Type of Collaboration** Individual **Submission** Please submit a case study report in form of a video (three minutes in length) to your tutor three days prior to your designated tutorial **(weeks 6-12).** In addition, a short report of 500 words (excluding the reference list) is to be submitted via Turnitin **Format** Please refer to the iLearn Unit page **Length** 3 minute video + short report of 500 words (excluding the reference list) to be submitted via Turnitin. **Inherent Task Requirements** None **Late Submission**
Students who do not submit their video and short report on designated week will be awarded a mark of 0 for this assignment. No extensions will be granted.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:
- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Evaluate the role HR metrics play in strategic decision making within an organisation.

Strategic HRM Project

Due: **Week 12**
Weighting: **50%**

Strategic HRM Project Assessment Summary Task Description The purpose of this assessment is to develop your ability to analyse real-life HR issues and relate them to HR strategy and theory. For this assignment, you will be required to analyse three recent media articles that relate to HR and link these articles to HR theory and the material that we cover in class. Details of this assignment will be given in class (lecture week 1 and in tutorials) and can be found on iLearn. **Type of Collaboration** Individual **Submission** Please Submit Via Turnitin Link on iLearn **Format** Please refer to the iLearn Unit page for further information on this assignment **Length** 2,500 words excluding the reference list **Inherent Task Requirements** Students must scan the media environment for suitable articles for this assignment **Late Submission**
Late projects must also be submitted through Turnitin. No extensions will be granted. There will be a **deduction of 10%** made from the total available marks for each **24-hour period** or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% deduction). Late submissions will be accepted up to 96 hours after the due date and time.

This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.

On successful completion you will be able to:
- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.

       • Evaluate the role HR metrics play in strategic decision making within an organisation.

Delivery and Resources

Required text	• Boxall, P and Purcell, J., (2015) *Strategy and Human Resource Management*, 4th ed., Palgrave Macmillan, Basingstoke. • All required readings will be available through eReserve.
Unit web page	The web page for this unit can be found at: https://ilearn.mq.edu.au/login/
Technology Used and Required	Students will need to be familiar with a web browser to access the unit web page.
Delivery Format and Other Details	• Number and length of classes: **1 x 2-hour lecture and 1 x 1-hour tutorial, i.e. 3 hours face** to face per week unless indicated otherwise in the lecture schedule. Classes may vary due to public holiday(s) • Tutorials will commence in **Week 2** • The timetable for classes can be found on the University web site at: http://www.timetables.mq.edu.au/
Recommended readings	See Research & Practice, Global contexts & Sustainability section.

Unit Schedule

Week	Lectures and Readings	Readings	Tutorial activities
1.	Human Resource Management: What and Why?	Boxall, P. & Purcell, J., Strategy Human Resource Management Chapter 1	No tutorials this week
2.	Strategy and strategic management	Chapter 2	Introduction
3.	Best Fit' or 'Best Practice?	Chapter 3	Discussion: Why People don't like HR Departments
4.	Strategic HRM and Sustained Competitive Advantage	Chapter 4	Case: South West Airlines
5.	Building a Workforce	Chapter 5	Activity: presentation workshop
6.	Performance Management	Chapter 7	Student video presentations
7.	Motivation and rewards	Chapter 6	Student video presentations
	Midterm break		
8.	Human resource development	No chapter this week	Student video presentations
9.	HR in manufacturing	Chapter 8	Student video presentations

10.	HR in SMEs	Management Chapter 9	Student presentations
11.	HR strategy in MNCs	Chapter 10	Student presentations
12.	Summary, and future of HRM	Management Chapter 11	Student presentations

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit http://stu

dents.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

Discipline Specific Knowledge and Skills

Our graduates will take with them the intellectual development, depth and breadth of knowledge, scholarly understanding, and specific subject content in their chosen fields to make them competent and confident in their subject or profession. They will be able to demonstrate, where relevant, professional technical competence and meet professional standards. They will be able to articulate the structure of knowledge of their discipline, be able to adapt discipline-specific knowledge to novel situations, and be able to contribute from their discipline to inter-disciplinary solutions to problems.

This graduate capability is supported by:

Learning outcomes

- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Evaluate the role HR metrics play in strategic decision making within an organisation.

- Analyse the impact of strategic HRM in the context of the modern organistion.

Assessment tasks

- Individual Essay
- Case Study Presentation
- Strategic HRM Project

Critical, Analytical and Integrative Thinking

We want our graduates to be capable of reasoning, questioning and analysing, and to integrate and synthesise learning and knowledge from a range of sources and environments; to be able to critique constraints, assumptions and limitations; to be able to think independently and systemically in relation to scholarly activity, in the workplace, and in the world. We want them to have a level of scientific and information technology literacy.

This graduate capability is supported by:

Learning outcomes

- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.
- Evaluate the role HR metrics play in strategic decision making within an organisation.
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Assessment tasks

- Individual Essay
- Case Study Presentation
- Strategic HRM Project

Effective Communication

We want to develop in our students the ability to communicate and convey their views in forms effective with different audiences. We want our graduates to take with them the capability to read, listen, question, gather and evaluate information resources in a variety of formats, assess, write clearly, speak effectively, and to use visual communication and communication technologies as appropriate.

This graduate capability is supported by:

Learning outcome

- Critically analyse and communicate the strategic role that key HR theories and practices have in determining the success of an organisation.

Assessment tasks

- Individual Essay

- Case Study Presentation
- Strategic HRM Project

Research & Practice, Global contexts & Sustainability

Additional Recommended Reading

On the ilearn site, students will find a Reading List which contains recommended readings for each topic covered in the Unit. The Unit relies heavily on recent scholarly journal articles and also classic theoretical and research publications.

There are also a number of excellent texts on the subject which cover some, but rarely all the topics in the course. Strongly recommended books include:

- Boselie P., (2010), *Strategic Human Resource Management: A Balanced Approach,* McGraw-Hill, Berkshire. (*)
- * Armstrong, M. (2011) *Armstrong's Handbook of Strategic Human Resource Management*, Kogan Page Publishers.
- Schuler, R. and Jackson, S., (2007) *Strategic Human Resource Management*, 2nd ed, Blackwell.
- Stone, R., (2010) *Managing Human Resources*, John Wiley & Sons, Milton.
- Storey, J., Wright, P., and Ulrich, D., (2009) *The Routledge Companion to Strategic Human Resource Management*, Routledge, Abingdon.

Journals recommended for HRM study include:

- Human Resource Management Journal
- International Journal of Human Resource Management
- Academy of Management Journal
- Asia Pacific Journal of Human Resources
- Work, Employment and Society
- Australian Journal of Management
- California Management Review
- Economic and Labour Relations Review
- Harvard Business Review
- International Journal of Employment Studies
- Labour & Industry
- Personnel Review

Key research databases for your study of human resource management include:

- Ebsco host: Academic Search Elite Business Source Premier
- Psychology and behavioral sciences collection

Also search the websites of well-known **consulting organisations** such as Watson Wyatt, PWC, Deloitte, DDI, Hewitt Associates etc. These can be an excellent source for information on contemporary techniques and practices.

Sustainability

Students should be aware that sustainability has a much broader meaning than 'green' issues, such as renewable energy and recycling. Companies today must consider their Triple Bottom Line, which means that they must focus on the sustainability of People, Profits and the Planet. Clearly, the people aspect is of interest to HR practitioners and will include discussions on flexible working, employee rights, equity, diversity and inclusion. In turn, these topics may inform discussion on outsourcing, offshoring and recruitment practices, to name a few. Students should familiarise themselves with the ten principles of the UN Global Compact and the Principles of Responsible Management Education, as well as company annual reports that provide insights into these areas.