

Unit Title: Strategic Human Resource Management for Business Organisation	Unit Code: HRMB
Level: 6	Learning Hours: 210
Learning Outcomes and Indicative Content:	
Candidates will be able to:	
<p>1. Critically evaluate the strategic approach to human resource management and describe the benefits of designing and implementing a human resource strategy</p> <p>1.1 Describe and explain a human resource strategy i.e. a set of principles and values governing expectations about the role of people as contributors to organisational effectiveness</p> <p>1.2 Distinguish human resource strategy from ‘managing people’, and enforcement of legal/ethical compliance</p> <p>1.3 Describe and explain the place of a human resource strategy in the organisation’s value chain</p> <p>1.4 Describe and explain strategic human resource management as a driver, as a strategic partner and as an agent for both the leadership and implementation of organisational change</p> <p>1.5 Explain power and authority related to the human resource strategy and the role of the human resource strategist as executive, advisor or consultant</p> <p>1.6 Examine the arguments concerning the desirability of creating a dedicated human resource function</p> <p>1.7 Assess the relevance of research and theoretical evidence concerning the positioning for human resource strategies (especially Ulrich)</p> <p>2. Critically evaluate and explain the necessity for alignment between an organisation’s corporate strategy (and its higher-order purposes, reflected in its vision, mission, values and goals) and its human resource strategy</p> <p>2.1 Explain the benefits of vertical integration (‘best fit’) between an organisation’s corporate and human resource strategies</p> <p>2.2 Explain the significance of horizontal integration and ‘best practice’</p> <p>2.3 Critically examine review of ‘best fit’, ‘best practice’ and other strategic alignment mechanisms</p> <p>2.4 Explain the linkages between an organisation’s higher-order strategic direction and its aspirational human resource strategies, e.g., the corporate vision translated into aspirational models for the performance and commitment of people as sources of ‘added value’</p>	

3. Critically examine the advantages and disadvantages of the major alternative models for strategic human resource management

- 3.1 Describe and explain High Performance Working
- 3.2 Describe and explain High Commitment Management
- 3.3 Describe and explain High Involvement Management

4. Critically evaluate the processes required in order to assess the effectiveness of any given human resource strategy, especially in relation to the strategy's impact on overall corporate outcomes and results

- 4.1 Explain the nature of correlations and the problems associated with tracing causal relationships between events
- 4.2 Describe and explain the factors involved in measuring the impact of a given human resource strategy
- 4.3 Evaluate of the available tools for measuring the effectiveness of a human resource strategy: the balanced scorecard, 'best practice', competitor benchmarking, etc
- 4.4 Assess some of the key research findings about the connections between human resource strategy and organisational performance (e.g., Purcell, Huselid, Guest)

5. Design human resource strategies that may be related to the current and expected requirements of organisations confronting a range of contingencies

- 5.1 Describe the general principles of design applicable to a human resource strategy
- 5.2 Evaluate the factors in the organisation's internal and external environment that will be relevant to the construction of a human resource strategy, e.g., technological, social, economic, competitor change, the organisation's culture and climate etc.
- 5.3 Evaluate human resource strategies for various contingencies, e.g., continued growth, the business cycle, stability/stasis, (slow) decline, corporate transience
- 5.4 Evaluate human resource strategies for special-case scenarios, e.g., mergers and acquisitions, strategic alliances and joint ventures
- 5.5 Evaluate human resource strategies related to organisations in multinational or global environments
- 5.6 Describe and explain implementation issues: the interpersonal and other skills needed by the human resource strategist in order to generate commitment among key stakeholders and business partners towards a given human resource strategy

- 6. Design, implement and assess a human resource strategy, evaluating appropriate ethical principles and values**
 - 6.1 Describe and explain moral, ethical and practical issues in relation to the management of people in an organisational setting
 - 6.2 Explain the rationale for ethical codes of conduct/behaviour and their enforcement
 - 6.3 Explain the differences between 'hard' and 'soft' human resource strategies
 - 6.4 Explain the effective management of ethical dilemmas in organisations, e.g., whistleblowing, a multinational workforce, equal opportunities and diversity

- 7. Critically evaluate strategies for people resourcing which increase the available pool of 'talent' within the enterprise**
 - 7.1 Describe and explain strategies for recruitment
 - 7.2 Describe and explain the development of 'employer of choice' strategies
 - 7.3 Describe and explain strategies for selection and the search for 'talent'
 - 7.4 Describe and explain strategies for the deployment and redeployment of people, including strategies for redundancy and dismissal
 - 7.5 Describe and explain strategies for people retention
 - 7.6 Describe and explain strategies for coping with issues of poor performance, including absence

- 8. Critically evaluate strategies for people training, learning and development which maximise the skills and contribution of people**
 - 8.1 Describe and explain strategies for induction, training/learning and development
 - 8.2 Describe and explain strategies for creating the learning organisation through self-managed learning, the promotion of 'intellectual capital' and knowledge management
 - 8.3 Describe and explain strategies for performance review (as a tool for individual and organisational development)
 - 8.4 Describe and explain strategies for management development

9. Critically evaluate strategies for employee relations which optimise the likelihood of generating positive attitudes throughout the workforce

- 9.1 Explain alternative approaches to employee relations, with a focus on the benefits to be gained from 'partnership'
- 9.2 Describe and explain the mechanisms to promote employee involvement and engagement, and the willingness to undertake 'discretionary' (Organisational Citizenship) behaviour, including consultation/participation strategies and partnership agreements
- 9.3 Examine strategies for communicating with the workforce, including grievance management

10. Critically evaluate strategies for people reward which bring added-value benefits to the organisation in excess of their costs

- 10.1 Examine the purposes behind reward and recognition strategies
- 10.2 Assess the methods through which the purposes of reward/recognition strategies may be accomplished
- 10.3 Explain the effectiveness of both financial and non-financial rewards and benefits
- 10.4 Evaluate Performance Management (measuring performance for added value), including performance appraisal as a tool for measuring contribution and recognising achievement

Assessment criteria:

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight, each question carrying equal marks

Recommended Reading

ABE, *ABE Study Manual – Strategic HRM*, ABE

Lucas R, Lupton B and Mathieson H, *Human Resource Management in an International Context* (2007) CIPD
ISBN: 1843981092

Marchington M, Wilkinson A, *Human Resource Management at Work* (2005), CIPD
ISBN: 1843980622