SCHOOL OF MANAGEMENT AND MARKETING

MGMT930
Strategic Human Resource Management

SUBJECT OUTLINE
Wollongong Campus
Autumn 2007

S6 Credit Points

LECTURE/TUTORIAL: TUESDAY, 17:30-20:30
Building 67 Room 302

SUBJECT COORDINATORS:
Kamel Micheal (WK 1-7)
Associate Professor
Michael Zanko (WK 7-13)

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42213654
42213749

EMAIL:
kamel@uow.edu.au
mzanko@uow.edu.au

OFFICE:
40.138
40.144

CONSULTATION TIMES:
Tues 14:30 to 16:30
Thurs 12:30 to 13:30
Thurs 15:30 to 17:30
Mon 09:30am to 11:30am
Tues 14:30pm to 16:30pm
**Subject Description**

This subject examines strategic management concepts and frameworks, and explores the links between strategic management and human resource management. A number of models of strategic HRM are considered, in terms of their theoretical foundations and practical utility. The overall focus is on using the conceptual and analytical frameworks of strategic HRM to develop and implement effective human resource strategies.

**Subject Objectives**

On successful completion of this subject, the student should:

1. Understand and use the conceptual framework of strategic management
2. Identify key features of a number of models of strategic human resource management
3. Identify issues and challenges associated with integrating human resource strategy and business strategy
4. Explain external and internal environmental factors influencing strategy formulation and implementation for sustainable competitive advantage
5. Develop strategies to deal with particular human resource issues
6. Put forward and justify reasoned arguments in the area of strategic human resource management through written assignments, case/seminar presentation, discussion groups and examination essays
7. Using a small team format, explain, critically evaluate and wherever possible, propose potential solutions to current strategic human resource management problems/issues.

**Tertiary Literacies**

In the achievement of these learning objectives, the following tertiary literacies are regarded as central to the subject:

1. A commitment to continued and independent learning, intellectual development, critical analysis and creativity
2. Coherent and extensive knowledge in a discipline, appropriate ethical standards and where appropriate defined professional skills
3. Self-confidence combined with oral and written communication skills of a high level.
4. A capacity for, and understanding of, teamwork
5. An ability to logically analyse issues, consider different options and viewpoints and implement decisions.

**Required Texts**


**Recommended Reading**


Additional Readings/references will be given during the session for specific topics.

Students should also use the library catalogue and databases to locate additional resources.

This is not an exhaustive list of references. Students should also use the library catalogue and databases to locate additional resources.

ADDITIONAL MATERIALS

Wide reading is essential to succeed in this subject. The readings and text are merely a starting point.

Journals that contains SHRM and strategic management relevant articles (not exhaustive)

- Strategic Management Journal
- Administrative Science Quarterly
- Human Relations
- International Labour Review
- Journal of Occupational Psychology
- Academy of Management Review
- British Journal of Industrial Relations
- Human Factors
- Journal of General Management
- Journal of Management Studies
- Australian Journal of Public Administration
- Industrial Relations
- Journal of Industrial Relations
- Academy of Management Journal
- Australian Journal of Management
- California Management Review
- Industrial Relations Law Journal
- Journal of Human Resources
- Journal of Occupational Health and Safety - Australian and New Zealand
Electronic Sources (Databases, Internet)

Most of the above journals can be found in the University Library’s electronic databases. Electronic databases and the Internet are invaluable sources of material for this subject, so long as they are used propitiously.
## SECTIONS A: General Information

### Lecture Times and Tutorials

Lectures and Tutorials will be held on Tuesday 17:30-20:30 Building No.67 Room No.302

### Lecture Program

<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Topics Covered</th>
<th>Readings</th>
</tr>
</thead>
</table>
| 1  | 27/02/07     | **Introduction & Overview**  
**Lecturer: KM**  
**Form Teams**    | Boxall & Purcell Ch. 1  
Mabey et al. Ch. 1 |
| 2 & 3 | 06/03/07, 13/03/07 | **Strategic HRM (SHRM) & Strategic Management.**  
**Lecturer: KM**  
Overview & Developments; Strategic Management Concepts, Approaches & Process; Linking Organisational & HR Strategies; The Resource-based View of Strategy and SHRM  
Case: Southwest Airlines (case available from the library's ereadings) | Boxall & Purcell Ch. 2, 4.  
Mabey at al. Ch. 1,2  
Schuler & Jackson Ch. 1, 2, 3, 4, 5, 7, 9.  
| 4 & 5 | 20/03/07, 27/03/07 | **SHRM and Performance.**  
**Lecturer: KM**  
HRM and Performance (Linkages, Outcomes, Issues & Evidence)  
Case: Strategic HRM at Sears (case available from the library's ereadings) | Boxall & Purcell Ch. 1, 3, 11.  
Mabey et al. Ch. 4, 5, 18.  
Schuler & Jackson Ch. 10, 9, 8, 12, 13, 24.  
<table>
<thead>
<tr>
<th>Date</th>
<th>Event/Task</th>
<th>Lecturer</th>
<th>Notes</th>
</tr>
</thead>
</table>
| 03/04/07  | SHRM in Global Context.  
Lecturer: KM  
| 09/04/07  | Mid-Session recess – 1 week                                               |          |                                                                      |
| 16/04/07  | Reading week – no lectures                                                |          |                                                                      |
| 24/04/07  | A CONTEXTUAL MODEL OF SHRM  
Lecturer: MZ                                                                  |          | Paauwe, Chapter 5  
| 01/05/07  | SHRM and Individual Performance  
Lecturer: MZ  
Discussion:  
Boxall and Purcell, Chapter 7 |

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| 10 | 08/05/07 | **Towards a Real Balanced HR Scorecard**  
Lecturer: MZ | *Becker et al, Chapter 3  
Becker et al, Chapters 6 and 9  
Boxall and Purcell, Chapter 11  
*Paauwe, Chapter 9 |
| 11 | 15/05/07 | **Organisational Change and SHRM**  
Lecturer: MZ  
Discussion:  
*G. Martin and M. Dowling, ‘Managing change, human resource*  
*Leopold et al, Chapter 2  
*D. Ulrich, Human Resource Champions, Boston, HBS Press, 1997, Chapter 6, ‘Becoming a
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Reading/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>22/05/07</td>
<td><strong>Organizational Politics and SHRM</strong></td>
<td>*Buchanan and Badham, Chapter 6</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Examine the extent of organisational politics in HRM. How does this effect the effective implementation of SHRM policies? You will need to be prepared to present your ‘current affairs’ material to the class for 5 minutes. You could use the power point or overhead projector. In addition to creating a deeper awareness and appreciation of contemporary strategic HRM, the ‘current affairs’ will be used as the basis for a discussion on the implications of the issue for implementing and measuring strategic HRM.</td>
</tr>
<tr>
<td>29/05/07</td>
<td><strong>Review</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lecturer: MZ</td>
<td></td>
</tr>
<tr>
<td>05/06/07</td>
<td><strong>Internal Final Examination</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lecture Room 67.302 from 17:40pm to 19:55pm</td>
<td></td>
</tr>
</tbody>
</table>

This schedule may be subject to change.

* denotes e-readings.
## SECTION B: Assessment

<table>
<thead>
<tr>
<th>Assessment 1</th>
<th>SHRM Research Essay</th>
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</thead>
<tbody>
<tr>
<td>Title</td>
<td>SHRM Research Essay</td>
</tr>
<tr>
<td></td>
<td>Chose any key aspect of strategic human resource management covered during the first half of the subject, and research the major and latest theoretical and empirical developments in the literature on your topic. Critically evaluate these developments and their contribution to strategic human resource management. The topic must be strategic in nature and cleared with the lecturer and cannot be substantially the same as the second assignment.</td>
</tr>
<tr>
<td>Marking criteria</td>
<td>Assessment is based on how well the essay addresses the questions above (evidence of research, synthesis of ideas, analysis, critical evaluation and contribution to strategic HRM) and on presentation of the essay. <strong>Please refer to the marking guidelines (Appendix A)</strong>. The essay should be typed, 1.5 lines spaced and presented on A4 paper. You should use the Harvard (Author(s), Year, Page Number) system of referencing, and make sure that your bibliography is correctly formatted. You are strongly advised to consult the essay writing guide at <a href="http://unilearning.uow.edu.au/essay/1a.html">http://unilearning.uow.edu.au/essay/1a.html</a> Binding is necessary. Assignments without the correct Faculty cover sheet <strong>will not be accepted</strong>.</td>
</tr>
<tr>
<td>Length</td>
<td>Assignments should not exceed 2500 words</td>
</tr>
<tr>
<td>Weighting</td>
<td>30%</td>
</tr>
<tr>
<td>Due date</td>
<td>Week 6 at 5.30pm 3 April 200, in the Lecture Room 67.302. Deadline for submission must be adhered to strictly. Late penalty is 10% of total assignment marks per day as indicated in the subject outline section c.</td>
</tr>
<tr>
<td>Category of assignment</td>
<td>Group Assignments: This is a Category 2 Assignment (see definitions below).</td>
</tr>
<tr>
<td>Where assignment is to be submitted and returned</td>
<td>Assignments are to be submitted to the lecturer in class. Marked assignments can be collected from the lecturer’s office (Kamel Micheal, Room 40.138) during Week 8 consultation hours.</td>
</tr>
<tr>
<td>Assessment 2</td>
<td>Applied SHRM Assignment</td>
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<tr>
<td>-------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>Title</strong></td>
<td><strong>Applied SHRM Assignment</strong></td>
</tr>
<tr>
<td>Part A</td>
<td>Identify an HRM policy, procedure or activity that you consider to be of strategic importance from ONE of the following:</td>
</tr>
<tr>
<td></td>
<td>• performance appraisal</td>
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<tr>
<td></td>
<td>• recruitment</td>
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<tr>
<td></td>
<td>• selection</td>
</tr>
<tr>
<td></td>
<td>• human resource planning</td>
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<tr>
<td></td>
<td>Interview a person in an organisation who is willing and able to explain its human resource policies and procedures. Based on your interview, together with other available materials (eg documents, manuals, etc) describe how this HRM policy, procedure or activity operates and its strategic contribution.</td>
</tr>
<tr>
<td>Part B</td>
<td>Use relevant SHRM theories and concepts to critique the HRM policy, procedure or activity. Does it conform to the recommendations of the HRM studies you have reviewed? If so, in what way? If not, make recommendations as to how this HRM policy, procedure or activity can be better managed.</td>
</tr>
<tr>
<td><strong>Marking criteria</strong></td>
<td>These are based on:</td>
</tr>
<tr>
<td></td>
<td>• Part A: Executive summary, introduction, process description</td>
</tr>
<tr>
<td></td>
<td>• Part B: Theoretical concepts, quality of analysis, reading, conclusions and recommendations, structure and coherence of the report, and referencing.</td>
</tr>
</tbody>
</table>
### Length
2000 maximum words

### NOTES ON ASSIGNMENT PRESENTATION

#### References in Text

Please note and refer to the University’s ‘Acknowledgement Practice’, document, available online and contained with the Student Guide. All references to books, article and other sources, are to be identified at an appropriate point in the text by name of author, year of publication, and pagination. You are to use the Harvard Referencing System (refer to the subsection below on ‘Referencing’).

#### General

- An assignment should be an argument. It should present a justified point of view. You should discuss a problem and not simply narrate events or describe an institution. It may be necessary to devote some space to narrative or description, but the major task will be the weighing and the assessing of evidence and arguing from that evidence to a solution of the problem. Have a clear idea of what the problem is and what is involved. Look at the problem from more than one perspective.

- You should work out your own solutions and interpretations from the primary sources. Do not accept without question the views and interpretations of the secondary authors. Part of your task is to assess and criticise the work of other writers, over and above any sourced from prescribed subject readings. Also, wherever possible, you should provide recent and relevant evidence to support your argument.

- Plan your assignment carefully. When you are taking notes from book, record the page numbers so that you can refer to them exactly when you are writing your assignment. Write it in clear, simple and grammatical prose.

<table>
<thead>
<tr>
<th>Weighting</th>
<th>30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due date</td>
<td>Week 11 at 5.40pm, 15 May 2007 in the Lecture Room 67.302</td>
</tr>
<tr>
<td>Category of assignment</td>
<td>Individual Assignment:</td>
</tr>
<tr>
<td></td>
<td>This is a Category 3 Assignment (see definitions below).</td>
</tr>
<tr>
<td>Where assignment is to be submitted and returned</td>
<td>Assignments are to be submitted to the lecturer in class. Marked assignments will be available for collection in class on 29 May 2007, and thereafter, from the lecturer’s office.</td>
</tr>
</tbody>
</table>
Examinations

End of Session Test

<table>
<thead>
<tr>
<th>Weighting</th>
<th>40%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Internal Final Examination in Study Week Tuesday 05/06/07 at 17.40pm. Lecture Room 67.302</td>
</tr>
<tr>
<td>Time allowed</td>
<td>2 hours + 15 minutes reading time</td>
</tr>
<tr>
<td>Structure of paper</td>
<td>The test (or examination) will be designed to test student’s knowledge and understanding of the theoretical and applied content and materials of the course. The test will be divided into two separate and equal parts administered by the two lecturers. Part A will be administered by Mr Kamel Micheal, and Part B by Associate Professor Michael Zanko. Part A will involve answering 2 essay questions from a list of four questions on the materials covered by Mr Kamel Micheal. Part B entails one essay question from a choice of three on topics covered by Associate Professor Michael Zanko. Students have to achieve at least 45% marks in the end of session test in order to pass this subject. Students who achieve less than 45% on this end of session test will be given a nominal fail grade, irrespective of their aggregate semester marks.</td>
</tr>
</tbody>
</table>

NOTE: The examination format cannot be changed from that stated above without the written consent of all students enrolled in this subject.

Final Remark

We look forward to meeting you and for a successful session.

Kamel Micheal and Michael Zanko
APPENDIX A:

Marking Guidelines for Assessment 1 (SHRM Research Essay) – 30%

The awarding of marks to the SHRM Research Essay will be based on:

**The Quality of Presentation (30%)**:
- Abstract, introduction and conclusion/recommendations
- Organization
- Spelling, grammar, style, expression

**The Quality of Content (60%)**:
- Key aspect of Major and Latest Theoretical Concepts and Empirical Developments
- Evidence presented
- Critical Evaluation and Contribution to Strategic HRM

**References (10%)**:
- Correct referencing (must follow Harvard system of referencing)
- Varied, recent, relevant and extensive references

Total = /100

Please Note 1: Students should keep a copy of all of their work submitted to the Lecturer for assessment.

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Team Members: (Family Name, Given Names, Student Numbers)

1.
2.
3.