

Course Outline 2012
HRMGMT 705: STRATEGIC HUMAN RESOURCE MANAGEMENT
(20 POINTS)

Quarter 3 (1126)

Course Prescription

The role of HR strategy in underpinning organisational viability and its potential to contribute to competitive advantage. The importance of contextual factors in shaping HR strategy. HR strategy, SMEs and entrepreneurial growth. Typologies of HR systems and their links to performance outcomes.

Programme and Course Advice

Prerequisites: HRMGMT 702, HRMGMT 707, HRMGMT 708.

Goals of the Course

This course examines the role of HRM in business viability and relative performance. Human resource strategy is an essential part of any credible understanding of business strategy and not some kind of dubious appendage to it. When competently handled, HRM helps the firm to operate cost-effectively in the industries in which it competes and legitimately in the societies in which it is embedded. The course considers the potential of HRM to enhance organisational flexibility and help create competitive advantage. It examines HRM in dynamic and complex contexts and discusses practical ways of improving strategic HR planning in firms.

Learning Outcomes

By the end of this course it is expected that the student will be able to:

1. demonstrate an advanced understanding of the goals of HRM, and apply this understanding in practical situations;
2. demonstrate an advanced understanding of the role of both contextual factors and general principles in strategic HRM, and apply this understanding in practical situations;
3. demonstrate an advanced understanding of the chain of links between management intentions in HRM and organisational outcomes, and apply this understanding in practical situations; and
4. operate as a 'strategic partner', helping their organisation to analyse its external environment and internal capabilities and develop a strategic HR plan to enhance its long-run performance.

Content Outline

Week 1	Course Introduction What are the goals of HRM?
Week 2	Strategy and the process of strategic management
Week 3	Strategic HRM: 'best fit' or 'best practice'?
Week 4	Strategic HRM and sustained competitive advantage
Week 5	Work systems and the changing economics of production
Week 6	Linking HR systems to organisational performance

Week 7	Meetings to examine individual strategic analysis NO CLASS
Week 8	HR strategy and industry dynamics
Week 9	Strategic HR planning
Week 10	Course review

Learning and Teaching

This course is taught over 10 weeks of weekly evening sessions at the Owen G Glenn Building, Business School, 12 Grafton Rd, Auckland City Campus.

Teaching Staff

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Learning Resources

Required text: Peter Boxall & John Purcell (2011) *Strategy and Human Resource Management*. (3rd ed.). Basingstoke: Palgrave Macmillan

The text is supplemented by readings from the University's holdings of e-journals. Please download these readings from the course page in the Library, accessible through CECIL. Preparation for each class will involve pre-reading of the relevant chapters and articles, assisted by weekly lecture slides, containing key points and questions, placed on CECIL.

Assessment

1. Oral exam	20%
2. In-class participation	20%
4. Strategic HR plan	60%

Total:	100%
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Final grade: in computing the overall grade, the grade for the oral exam can be dropped in favour of the grade for the strategic HR plan, if the latter is higher. This is done to foster learning in the paper.

The broad relationship between these assessments and the course learning outcomes is as follows:

Learning Outcome	Oral exam	In-class participation	Strategic HR plan
1	x	x	x
2	x	x	x
3	x	x	x
4	x		x

CHEATING AND PLAGIARISM

The University of Auckland regards cheating as a serious academic offence.

Plagiarism is a form of cheating. In coursework assignments submitted for marking, plagiarism can occur if you use the work and ideas of others without explicit acknowledgment. Work can be plagiarised from many sources, including books, journal articles, the internet, and other students' assignments. A student's assessed work may be reviewed against electronic source material using computerised detection mechanisms. Upon reasonable request, students may be required to provide an electronic version of their work for computerised review.

The way of avoiding plagiarism is to reference your work properly. If you are in doubt about how to reference properly, ask someone – your lecturers, tutors and the Student Learning Centre are good places to start. Please refer to the following website for further information about academic referencing: www.cite.auckland.ac.nz/

The document *Guidelines: Conduct of Coursework* provides further advice on how to avoid plagiarism. It can be found at: www.business.auckland.ac.nz/conductcoursework

The penalties for plagiarism can be severe, including losing some or all of the marks for the assignment. Major offences can be sent to the University's Discipline Committee, where further penalties can be imposed.

Subject to change