**Human Resource Management**

To develop skills and knowledge in the field of human resource management strategy. To look at contemporary issues which affect human resource strategy within organisations.

**Indicative Content**

**1. Understand the role and importance of human resource management in achieving organisational effectiveness**

Definitions

* Definitions and models of strategic HR management (e.g. contingency model, best practice model, Harvard Framework, Ulrich’s model, control based, resources based etc.), fundamentals and characteristics of strategic HR management, types of strategies (e.g. personnel, generalist, outsourced, centres of excellence etc.), approaches to strategy, criteria for successful strategy

Importance

* Legal requirements, contribution to the organisation, fit with corporate strategy, human capital management, improving organisational performance through strategic HR management, alignment of HR and corporate strategy

Framework (e.g. Harvard model)

* Stakeholder interests (shareholders, managers, employees, employee organisations and Government), situational factors (characteristics of workforce, business strategy, organisational culture, labour market and social context)
* HR policy choices (employee influence, work systems and reward systems)

**2. Understand the formulation and implementation of human resource strategies**

Process

* Setting strategic direction, Long term v short term, organisational design
* Audits, designing the management system, planning total workforce/demand forecasting, Generating required human resource, developing people and performance/reward management systems, assessing organisational, competence, performance/development strategies

Roles

* Role of top management/Board of Directors, stakeholders, Strategic HR role of front-line management, HR Function, HR specialists/consultants

Development and implementation

* Conducing a strategic review, setting out the strategic HR plan, Implementing HR strategies

**3. Be able to assess a range of HR strategies that may be implemented within an organisation**

Range of strategies

* Strategies for improving organisational performance (organisational, development, transformation, culture management, knowledge management, developing trust and reward); talent management, succession planning

Resourcing strategies (HR planning, flexibility, retention and talent management etc.)

Learning and development strategies (learning culture, learning, organisation, organisational learning strategies, individual learning), performance management (definition and purpose, scope, process and approaches)

Reward strategy (purpose, characteristics, structure, developing the strategy, effective strategies, impact on management)

Employee relations strategy (issues, background, HR approach, policies, partnership agreements, employee voice strategies

Application

* How strategies apply in different organisations, measuring success of strategies and how they fit with organisational strategy, culture and mission

**4. Understand contemporary issues affecting strategic human resource management**

Contemporary issues should be identified and analysed to assess their impact on human resource management. Content here may change as issues change and can be contextualised to student’s own country, organisation, environment

Topics below are given as examples

Internationalism and challenges for strategic HR management, diversity management and equal opportunities, downsizing and its strategic implications, legal, globalisation, culture/equality and diversity, work life balance, communication/IT