IB9EA-15 Strategic Human Resource Management

26/27

Department
Warwick Business School
Level
Taught Postgraduate Level
Module leader
Achim Krausert
Credit value
15
Module duration
2 weeks
Assessment
100% coursework
Study location
University of Warwick main campus, Coventry

Description

Introductory description

Strategic human resource management is concerned with the creation of value through the management of human and social capital in organizations. The value of HRM is realised when the capacities and motives of individuals, groups are directed towards the strategic objectives of the organization.

Module web page

Module aims

The aim of the module is to provide students with a deep understanding of this strategic role of human capital management and the tools with which to analyse and manage it. We will consider what is means to align the HR function with strategic objectives. We will ask whether all human capital is equally valuable. We will debate the extent to which human capital and its associated outcomes are quantifiable in a meaningful way. We will examine whether HRM can support both efficiency and flexibility at the same time. Ultimately, the class will provide a range of models and tools for managing human capital in a strategic way.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

This module will examine the strategic contribution of human capital management in contemporary organizations. The focus will be upon the ways in which human resource systems, especially ‘high performance’ HR systems, influence the economic and social performance of organizations. We consider different blueprints for human resource architectures, and the roles of key practices such as talent management and rewards management in sustaining strategic performance. We consider the ways in which the HR architecture interacts with operational processes to influence the building of strategic capabilities. We also examine whether and how HR management can help (or hurt) innovation and entrepreneurship in organizations.
Topics will include:
The performance advantage created through strategic HRM;
High performance HR systems;
Strength and coherence of the HR system;
Differentiation of HR architectures;
Measuring HR system performance;
Strategic compensation;
Strategic talent management;
HR and strategic capabilities;
HR and entrepreneurial capabilities.

Learning outcomes

By the end of the module, students should be able to:

- Understand the strategic value of human capital management.
- Understand the strategic contributions of key subsystems of the organization such as talent management and rewards.
- Analyse and draw upon relevant published research.
- Challenge the concepts and models presented on the course.

Indicative reading list

Reading lists can be found in Talis

Research element

Students will be expected to analyse and draw upon relevant published research.

Subject specific skills

Evaluate the internal alignment and strategic fit of the HR system.

Transferable skills

Written communication.

Study

Study time

Type	Required
Lectures	9 sessions of 1 hour (6%)
Practical classes	(0%)
Other activity	18 hours (12%)
Private study	49 hours (33%)
Assessment	74 hours (49%)
Total	150 hours

Private study description

Self-study to include pre-reading for lectures

Other activity description

9 x 2 hrs workshops

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A4

Assessment component	Weighting	Study time	Eligible for self-certification
Individual Assignment	100%	74 hours	Yes (extension)

	Weighting	Study time	Eligible for self-certification

Reassessment component is the same

Feedback on assessment

Assessments are graded using standard University Postgraduate Marking Criteria and written feedback is provided.

Availability

Courses

This module is Optional for:

- Year 1 of TIBS-N500 MSc in Marketing and Strategy
- Year 1 of TIBS-N1N3 Postgraduate Taught Business Analytics
- Year 1 of TIBS-N1F5 Postgraduate Taught Business and Finance
- Year 1 of TIBS-N1F1 Postgraduate Taught Business with Accounting and Finance
- Year 1 of TIBS-N1F2 Postgraduate Taught Business with Consulting
- Year 1 of TIBS-N1F3 Postgraduate Taught Business with Marketing
- Year 1 of TIBS-N1QG Postgraduate Taught Business with Operations Management
- Year 1 of TIBS-N60A Postgraduate Taught Human Resource Management and Employment Relations
- Year 1 of TIBS-N1F4 Postgraduate Taught International Business (MINT)
- TIBS-N2N3 Postgraduate Taught Management
    - Year 1 of N2N3 Management
    - Year 1 of N2N4 Management (Elite Sports Management)
- Year 1 of TIBS-G5N4 Postgraduate Taught Management of Information Systems and Digital Innovation