

# Strategic Human Resource Management (EM054M5V)

Program	PGE
Module / ECTS / Path / Specialisation	<b>Module :Strategic Human Resource Management : 5 ECTS.</b> <ul style="list-style-type: none"><li>• MGA</li></ul>
Discipline	Human Resources
Year	2019
Semester	B
Open for visitors	yes (5 ECTS)
Available places	50

## Coordinator

Sophie MICHEL

## Lecturers

Instructor	Population	Email
Sophie MICHEL	Population	sophie.michel@em-strasbourg.eu

## Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

## Course track

Track : Attendance

### "Attendance" track :

Attendance at lecture / tutorial classes and intermediate / final exams is mandatory. As evaluation of in class work constitutes an essential element of grading, any absence will be penalized and is taken into account for grading purposes (see academic rules and regulations).

### "Autonomous" track :

Attendance at intermediate / final exams is mandatory, but students are free to attend lecture / tutorial classes.

For all Master programs and all other programs realized in the form of dual internships (apprentissage), attendance at lecture / tutorial classes and intermediate / final exams is entirely mandatory. Therefore, only the "Attendance" track can be selected.

# Contribution of the course to the educational objectives of the programme

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How the course contributes to the programme :

## Description

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This course is an introduction and a general outline of the topic. It aims to provide students with an overview of Human Resource Management (HRM) and its challenges in an international context. Students who wish to deepen their knowledge and specialize in the field of HRM will have to complete additional courses or to request additional readings.

We will adopt several approaches but particularly that of a general manager and focus primarily on how to think strategically about the main aspects of managing the organization's human assets in businesses. In this context, it is more and more each manager's responsibility to make decisions regarding issues such as recruitment, training or appraisal. Therefore, it is the aim of this course to provide students with a better understanding of accurate and appropriate HRM practices in order to allow people to succeed in their roles as well as to contribute to firm performance and to make employees satisfied at work.

## Educational organisation

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In class

### Lectures

In groups

### Exercises

### Case studies/texts

### Oral presentations

Interaction

### Educational games

### Discussions / debates

Assignments

### Specific projects / case studies

### Text study

## Learning outcomes

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Upon completion of this course, students should be able to :

- **Discuss** some possibilities and problems regarding the choice and implementation of HRM strategies in organizations
- **Demonstrate** a knowledgeable understanding of HRM concepts
- **Question** and evaluate the impacts of HR policies
- **Analyze** and Diagnose the HR policy of a company and discuss its link with the business strategy

## Outline

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Chapter 1: Fundamentals in Human Resource Management Strategy

Chapter 2: Develop and Implement HR policies for business strategy : best fit vs. best practices  
Chapter 3: International HR strategy  
Chapter 4: The social Mix Grid (1): HR policy & Employment practices  
Chapter 5: The social Mix Grid (2): Compensation and rewards programs  
Chapter 6: The social Mix Grid (3 & 4): Human Resource Development and Participation  
Conclusion

## Prerequisites

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### Key concepts to understand :

### Knowledge of :

Basics in Management of HRM

## Teaching material

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### Documents in all formats

- Syllabus
- Guide
- Case studies

### Software

- MS POWERPOINT

### Additional electronic platforms

- Slideshows
- Other

## Recommended reading

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### Major works :

Baron, J. N. & Kreps, D. M. (1999). Strategic Human Resources, frameworks for general managers, John Wiley & Sons  
Dessler G. (2007). Human Resource Management, Pearson Education (11th edition)  
Chris Rees, Tony Edwards, 2010, International Human Resource Management Globalization, National Systems and Multinational Companies, 2nd Edition, Nov 2010

### Further reading :

Articles: (in-class readings)

Session 1:

Watson, T. J., (2004), "HRM and Critical Social Science Analysis", Journal of Management Studies, Vol 14, No 3, pp. 447-467

Lawler, E.E., & Mohrman, S.A. (2003). HR as a strategic partner: What does it take to make it happen? Human Resource Planning, 26(3), 15-29.

Session 2:

Pfeffer, J., & Veiga, J.F. (1999). "Putting people first for organizational success." Academy of Management Executive, Vol 13, No 2), 37-48.

Lawler, E.E. (2009). Make human capital a source of competitive advantage. Organizational Dynamics, 38(1), 1-7.

Session 3:

Farndale, E., & Paauwe, J. (2005). The role of corporate HR functions in multinational corporations: The interplay between corporate, regional/national and plant level.

Session 4:

Shen, J. and Edwards, V. (2004) 'Recruitment and selection in Chinese MNEs.' *International Journal of Human Resource Management*, 15 (4): 814-835

Session 5:

Bloom, M., Milkovich, G. T., & Mitra, A. (2003), "International compensation: learning from how managers respond to variations in local host contexts", *International Journal of Human Resource Management*, Vol 14, pp. 1350-1367

Session 6:

Davoine, E., & Ravasi, C., (2013), The relative stability of national career patterns in European top management careers in the age of globalisation: A comparative study in France/Germany/Great Britain and Switzerland, *European Management Journal*, Vol 31, No 2 (April 2013), pp. 152-163

Session 7:

Dany, F., Guedri, Z., Hatt, F. (2008), "New insights into the link between HRM integration and organizational performance: the moderating role of influence distribution between HRM specialists and line managers", *The International Journal of Human Resource Management*, Vol 19, No 11, pp. 2095-2112.

Delery, J., Doty, H., (1996), "Modes of theorizing in strategic Human Resource Management: Tests of Universalistic, Contingency and Configurational performance predictions", *Academy of management Journal*, Vol 39 No 4, pp. 802-832

**Research works by EM Strasbourg :**

## Assessment

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**Intermediate evaluation / continuous assessment 1 :**

oral / in group / English / weighting : 30%

additional information : Perform a group presentation

**This evaluation serves to measure LO1.1, LO2.1**

**Final assessment : last session**

written + oral / in group / English / weighting : 70%

additional information : FINAL PROJECT to be presented during the last session ( a printed report of 5 to 10 pages) The team is asked to choose a multinational company and must then evaluate the impact of its HRM policy on the business strategy

**This evaluation serves to measure LO1.1, LO1.2, LO1.3, LO2.1, LO4.2**

## Grounds for expulsion from classes

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Such behaviors as...

**arriving late, leaving early or unannounced leaving of the classroom during class time**

**disruptive eating or drinking in class**

**using smartphones and laptops for non class-related purposes**

**reading non class-related documents**

**chatting on non class-related issues**

**showing disrespect towards lecturers**

... may lead to expulsion from classes.