

Strategic Human Resource Management 2021

ORGANIZATION

Module: Strategic Human Resource Management

ECTS-Points: 3.0

Lecture: Monday, 10:15 – 12:00

Language: English

Lecturer: Anna Sender, PhD, anna.sender@unilu.ch

Guest Lecturers:

Nesibe Bruggmann, Head of Learning & Development, Georg Fischer AG

Mirjam Schaffner, founder and senior consultant, Synfluence

Jürg Stadelmann, Head HR, Luzerner Kantonalbank

Peter Ziswiler, Head Corporate HR, Georg Fischer AG

Exam date: Time and date to be communicated by Dean's office

CONTENT

Strategic Human Resource Management (SHRM) results from linking strategic management with human resources management within an organization. Specifically, we discuss how human resource management contributes to the implementation of an organization's strategy, and how it can shape strategy development. By the end of this course, you should be able to think systematically about how internal and external environmental forces and stakeholders shape HRM activities, and you should be able to describe how specific HR practices can be used to increase business effectiveness.

Participation in seminar "HR Lab: Leveraging Science for Practice" with real-life cases is recommended as it allows for synergies across lectures and supports the learning process.

LEARNING GOALS

After actively participating in the lectures, you should be able to:

- 1) understand key concepts in SHRM
- 2) assess the contribution of SHRM to an organization's bottom line
- 3) identify the factors that give rise to different ways of managing human resources
- 4) analyze and evaluate HRM imperatives from a strategic perspective
- 5) apply strategic perspectives to HRM using case studies
- 6) critically engage with contemporary research literature on SHRM

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REGISTRATION

To attend the course, registration via e-learning platform OLAT is required. Registration is possible from 8 February to 5 March 2021. The students themselves are responsible for checking the creditability of the course to their course of study.

In order to acquire credits, resp. to take the examination, registration via the Uni Portal within the examination registration period is required.

Further information on registration: www.unilu.ch/wf/pruefungen

PLAN OF THE LECTURES

Date	Contents	Compulsory readings
22.02.2021	Organizational issues Strategic Human Resource Management	Bailey et al. (2018) Chapter 3 (p. 44–63)
01.03.2021	Strategic Human Resource Management	Chapter 6 (p. 116–135) Chapter 7 (p. 136–146) Chapter 8 (p. 154–177) Boselie et al. (2014). Chapter 2 (p. 26–31)
08.03.2021	SHRM at Luzerner Kantonalbank: Guest Lecture Jürg Stadelmann	
15.03.2021	SHRM: Talent Management	Bailey et al. (2018) Chapter 10 (p. 205–223)
22.03.2021	SHRM: Talent Management Case Study	
29.03.2021	SHRM: Compensation	
05.04.2021	No lecture: Easter Break	
12.04.2021	SHRM: Engagement	Bailey et al. (2018) Chapter 12 (p. 243–263)
19.04.2021	SHRM: International Human Resource Management	
26.04.2021	SHRM: Risks and Retention	
03.05.2021	SHRM at GF: Guest Lecture Nesibe Bruggmann & Peter Ziswiler	
10.05.2021	Developing HR Strategy: Guest lecture Mirjam Schaffner	
17.05.2021	SHRM: Risks and Retention Case Study	
24.05.2021	No lecture: public holiday	
31.05.2021	Exam (to be confirmed by Dean's office)	

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EXAMINATION FORMAT

Critical analysis of a journal article provided by the lecturer (group work): 40%*

Final exam (individual work): 60%

* You need to sign into the group work critical analysis in OLAT until 08.03.2021. For details, see the Critical Analysis Assignment document.

COMPULSORY READINGS

Selected chapters provided in OLAT by the lecturer in:

Bailes, C., Mankin, D., Kelliher, C., & Garavan, T. (2018). *Strategic Human Resource Management*. Oxford University Press: Oxford.

Boselie, P. (2014). *Strategic Human Resource Management. A Balanced Approach*. McGraw-Hill Education: Berkshire.