

Strategic Human Resource Management 2023

ORGANIZATION

Module:	Strategic Human Resource Management
ECTS-Points:	3.0
Time:	Monday, 10:15 – 12:00
Language:	English
Lecturer:	Anastasia Sapegina, PhD, anastasia.sapegina@unilu.ch Anna Sender, PhD, anna.sender@unilu.ch
Guest Speakers:	Nesibe Bruggmann, Head of Learning & Development, Georg Fischer AG Jürg Stadelmann, Head HR, Luzerner Kantonalbank Peter Ziswiler, Head Corporate HR, Georg Fischer AG
Exam date:	22.05.2023 (final time and date is communicated by Dean's office)

CONTENT

Welcome to the lecture Strategic Human Resource Management. Strategic Human Resource Management (SHRM) results from linking Strategic Management with Human Resources Management in the organization. Specifically, we discuss how Human Resource Management contributes to the implementation of the organization strategy and how it can shape strategy development. By the end of this course, you should 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 the seminar "HR Lab - Leveraging Science for Practice" with analysis of 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) apply strategic perspectives to HRM using case studies
 - 5) critically engage with contemporary research and practice in the field of SHRM
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REGISTRATION

To attend the course, registration via the e-learning platform OLAT is required. The students are responsible for checking the creditability of the course to their course of study. To acquire credits,

Strategic Human Resource Management 2023

resp. to take the examination, registration via the Uni Portal within the examination registration period is required.

PLAN OF THE LECTURES

Date	Contents	Lecturer	Compulsory readings
20.02.2023	No lecture: Carnival		
27.02.2023	Organizational issues Strategic Human Resource Management	Dr. Anna Sender	Bailey et al. (2018): Chapter 3 (pp. 44–63) Chapter 7 (pp. 136–146) Chapter 8 (p. 154–165) Boselie (2014): Chapter 2 (pp. 26–31)
06.03.2023	Strategic Human Resource Management	Dr. Anastasia Sapegina	Bailey et al. (2018): Chapter 6 (pp. 116-134) Boselie (2014): Chapter 2 (pp. 26–31)
13.03.2023	SHRM at LUKB Guest Lecture	Dr. Jürg Stadelmann	
20.03.2023	SHRM: SHRM case study SHRM: Engagement	Dr. Anna Sender	Bailey et al. (2018): Chapter 12 (pp. 243–263)
27.03.2023	SHRM: Talent Management	Dr. Anna Sender	Bailey et al. (2018): Chapter 10 (pp. 205–223)
03.04.2023	SHRM: Talent Management Case Study	Dr. Anna Sender	
10.04.2023	No lecture: Easter Holidays		
17.04.2023	SHRM: Compensation	Dr. Anastasia Sapegina	Chiang & Birtch (2021) Fall & Roussel (2014)
24.04.2023	SHRM: Risks and Retention	Dr. Anastasia Sapegina	Dobbins & Wilkinson (2021) Becker & Schmidt (2016)
01.05.2023	SHRM: Risks and Retention Case Study	Delia Meyer, MA	
08.05.2023	SHRM: New HR Trends and HR Roles	Dr. Anastasia Sapegina	Bailey et al. (2018): Chapter 4 (pp. 67–92) Boselie (2014): Chapter 12 (pp. 242–261)
15.05.2023	SHRM at GF Guest Lecture	Nesibe Bruggmann, Peter Ziswiler	
22.05.2023	Exam		
29.05.2023	No lecture: public holiday		

Strategic Human Resource Management 2023

EXAMINATION FORMAT

Critical analysis of a journal article provided by the lecturer (group work): 40% and final exam (individual work): 60%. You need to sign into the group work critical analysis in OLAT **until 13.03.2023**. For details, see the Critical Analysis Assignment document.

COMPULSORY AND FURTHER READINGS

Selected chapters and articles indicated in the plan of lectures are provided in OLAT by the lecturers.

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

Becker, K., & Smidt, M. (2016). A risk perspective on human resource management: A review and directions for future research. *Human Resource Management Review*, 26(2), 149-165.

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

Chiang, F., & Birtch, T. (2021). Reward management. In A. Wilkinson, T. Dundon, T. Redman (Eds), *Contemporary Human Resource Management: Text and Cases* (pp. 148-176). Sage.

Dobbins, T., & Wilkinson, A. (2021). Downsizing. In A. Wilkinson, T. Dundon, T. Redman (Eds), *Contemporary Human Resource Management: Text and Cases* (pp. 299 -319). Sage.

Fall, A., & Roussel, P. (2014). Compensation and work motivation: Self-determination theory and the paradigm of motivation through incentives. In M. Gagné (Ed.), *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory* (pp. 199–217). Oxford University Press.