

# Strategic Human Resources Management

## MNGT 4371

(Elective)

### Course overview:

It has become a cliché that employees are among the firm's most valued assets. Though this statement is often not seen in organisational practice, studies show that *human* resources remain among the firm's most vital, irreplaceable, and difficult to manage resources. In fact, some authors have argued that effective management of human resources is one of the few ways in which firms can gain long-term, sustainable competitive advantage. This course examines how managers can develop and implement effective and efficient human resource practices that support the strategic objectives of their firms. The course focuses on everyday human resource decisions made by all managers (e.g., selection, evaluation, compensation, termination).

### Course aims / objectives:

This course will focus on answering three questions:

- **How does the management of an organisation's human resources contribute to the sustained effectiveness of the organisation?**  
We will discuss the impact of various approaches to managing human resources, and explore how the effective management of human resources can be a source of sustained competitive advantage. The course will focus on the role of HRM in managing and sustaining the knowledge base of the organisation.
- **How can an organisation design human resource systems (i.e., systems to select, motivate, evaluate and compensate its people) that facilitate the achievement of its strategic objectives?**  
We will focus on operational human resource decisions made by all managers (e.g., who to hire, how to motivate) rather than on the specialized functions of the human resource department.
- **How can you, an individual job seeker, respond effectively to companies' human resource management systems?**  
We will discuss issues such as how to interview effectively, how to assess your "fit" with a company, and how to determine your own market value.

### Topics include:

- Module 1: Managing Human Resources Strategically
- Module 2: Recruiting Human Resources
- Module 3: Selecting Human Resources – Hiring for the Job and the Organisation
- Module 4: Designing Work for High Performance
- Module 5: Managing Alternative Work Arrangements
- Module 6: Managing Human Performance
- Module 7: Pay for Performance – Paying the Individual  
Designing a Compensation System – Paying Teams and Larger Groups
- Module 8: Managing Careers
- Module 9: Managing HR Globally