**Strategic Human Resources Management**

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| **Unit Title**  | Strategic Human Resources Management |
| **Unit Code** | SEM 701 |
| **Unit Level** | Level 7 |
| **Credit Value**  | 20 |
| **Guided Learning Hours** | 100 |
| **Independent Learning Hours** | 100 |
| **Unit Type** | Core  |
| **Grading System**  | Pass / Fail  |

**Unit introduction**

The concept of Strategic human resource management is that strategic practices of HR has to work in line with strategic department of organisations in decision making and execution that contribute to the performance and vision.

This unit intends the learners to understand, develop skill sets and apply HR strategies in organizations of different industries towards the organizational performances, purposes and vision.

**Unit objectives:**

* To study human resource management, HR Models, and Human Resources strategy
* To study the relationship between the HR strategy and Business Strategy
* To develop HR plane for organization for different business factors
* To study the process of talent Acquisition, Recruitment and employee learning
* To consider need compensation strategy, Employee learning and retention
* To introduce the nature of culture and hierarchy on HR practices
* To study the HR related contemporary issues
* To introduce the process of performance appraisal.

**Assessment**

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| Learning Outcomes to meet | All 4 Learning Outcomes  |
| Assessment Criteria to cover | All ACs of each Learning Outcome |
| Assessment method | Coursework |
| Word count  | 4500 words Approximately  |

Assignment briefs are part of this unit specification and available to all the centres and learners.

Centre assess all the units internally and B-TIC externally verify for quality assurance

**On completion assessment of this module the learner should:**

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| Module – 01 – Strategic Human resource Management - 20 Credit |
| LO - 01 | Be able to understand the role of human resources management for organizations |
| AC – 1.1 | Explain the relationships between business strategy and human resource management. |
| AC – 1.2 | Establish the link of HR strategy with Business Strategy  |
| AC – 1.3 | Asses relationship of human resource management with other organisational function |
| LO – 02 | Be able to create a human resource plan for organizations |
| AC – 2.1 | Assess the business and organizational factors influence human resource planning. |
| AC – 2.2 | Quantify human resource requirements in organization for different contexts. |
| AC – 2.3 | Develop human resource plan for different organizations |
| LO 03 | Be able to Understand the impact of regulations and contemporary issues in human resources policy formulation. |
|  AC – 3.1 | Asses the competitive advantage of HR policy in organizations  |
|  AC – 3.2 | Assess the impact of regulations human resource policies formulation in organizations. |
| AC – 3.3 | Evaluate the impact of contemporary issues on human resource policies formulation in organizations. |
| LO 04 | Be able to plan develop human resource strategies. |
|  AC – 4.1 | Critically analyses the impact of structure on the management of human resources. |
|  AC – 4.2 | Critically analyses the impact of culture on the management of human resources. |
| AC – 4.3 | Develop tools to track human resources strategy for different organizations  |

**Unit Teaching Content**

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| **Learning Outcome - 01:** Be able to understand the role of human resources management for organizations. |
| AC – 1.1Explain the relationships between business strategy and human resource management. |
| HR definition; HRM approach; models of HR management (personnel management, contingency model, best practice of HRM, D Guest, M Patterson, Harvard Framework, HR functions and RBV value. |
| AC – 1.2Establish the link of HR strategy with Business Strategy |
| Business Strategy, organisational strategy; HRM strategy; Link of HRM strategy with business strategy; involvement of HR on organisational strategy formulation; role of HR in strategic decision, influence of organisational strategy on HR strategy; HRM performance and organisational performance; creating Human capital value; growing Human capital; reduction in overall budget |
| AC – 1.3Asses relationship of human resource management with other organisational function |
| Organizational functions, functional strategies, functional alignments, HR integration, HR teams, |

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| **Learning Outcome - 02:** Be able to create a human resource plan for organizations |
| AC – 2.1Assess the business and organizational factors influence human resource planning. |
| World shout down, lock down, travel restrictions, social distancing, pandemic, business growth; sustainability, business decline; business change; redundancy, firing, cost cut; new product, labour substitution; right sizing, business destination, franchising; technology; new raw materials, productivity; increase in efficiency; competitive advantage, new market entry, new entrants; labour competencies. Market competition; employee transformation; Financial resources, physical resources, intellectual resources |
| AC – 2.2Quantify human resource requirements in organization for different contexts. |
| Job specification, personnel requirements, how many, Who, skill, competencies, experience, qualifications; Internal supply, external requirements, ; employee training, up-skill, organizational politics, internal factors, job description, magic moment, critical incidence; education, training, industrial;; personnel requirements; skill sets; experience; workforce profiles, talent availability, labor market competition; Outsourcing; forecasting. |
| AC – 2.3Develop human resource plan for different organizations |
| Talent acquisition, Employer brand, Employee Value Preposition, recruitment, interviews, recruitment risk, compensation, selection methods, retention, talent management, development; re-skilling, up skilling, planning; short term plan, midterm plan, long term plan,  |

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| **Learning Outcome - 03:** Be able to Understand the impact of regulations and contemporary issues in human resources policy formulation. |
| Ac -3.1Asses the competitive advantage of HR policy in organizations. |
| recruitment policy , selection policy,; health and safety policy ; equality and diversity policy; rewards and benefits policy, working time and time off; thanking employees; training and development; maternity/paternity; discipline, redundancy policy, dismissal and grievance; change management; confidentiality of information; data protection policy, whistleblowing and disclosures; smoking, drugs and alcohol; harassments; bullying and harassment; |
| AC – 3.2Assess the impact of regulations on human resource policies formulation in organizations. |
| Regulations related to rights for disabled workers, equal opportunities, data protection, health and safety, maternity arrangements, race relations, sex discrimination pay, equality, employment rights and responsibilities, contracts of employment, statement of employment, breaks and holiday; redundancy and dismissal; Employment Act 2008, Employment, Work and Families; Act 2006, Employment Rights Act 1996, ,Race Relations Act 1992, Race Relations Amendment Act 2000, Equal Pay Act;1970, Disability Discrimination Acts 1995 and 2005, Data Protection Act 1998; Relations Act 2004; National Minimum Wage Act 1998; Sex Discrimination Act 1995/1997 |
| AC – 3.3Evaluate the impact of contemporary issues on human resource policies formulation in organizations. |
| Mega trend, innovation, demography, web 2, value change, globalization, diversity, Work life balance, diversity, equality. Employee rights, regulations, living standard, media, culture, new equipment, software and associated training, work from home,  |

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| **Learning Outcome - 04:** Be able to develop human resource strategies. |
| AC – 4.1Critically analyses the impact of structure on the management of human resources. |
| organisational hierarchy Weber, Mintzberg, Handy; impact if hierarchy on HR management functional structure , product structure, departmental structure, organic structure, mechanistic structure, geographical hierarchy, divisional, matrix; centralisation; decentralisation |
| AC – 4.2Critically analyses the impact of culture on the management of human resources.. |
| Organisational culture, theories of cultures, factors of cultures (Language, religion, Economy, Education,..) Hofstede, Handy, impact of culture on HR management. Transforming culture. Developing culture for HRM, Cultural differences, multi communal work force, cross border operation |
| AC – 4.3Develop tools to track human resources strategy for different organizations |
| Qualitative and Quantitative monitoring, tracking indicators (HRM policies, HRM operations); contribution of HRM to achievement of organisational performance; Costs and benefit; cost per employees, recruitment cost, training cost, retention cost, turnover cost, Data collection, feedback, formative feedback, summative feedback. Indicators; quantitative KPIs and Qualitative KPIs, Productivity, absenteeism, motivation level. Job satisfaction, output quality, output quantity, employee attitude, employee loyalty.  |

**Essential Reading and Resource List**

**Text books**

Armstrong M – *Strategic Human resource Management: A Guide to Action, 4thEdition* (Kogan Page, 2008) ISBN 0749453753

Holbeche L – *Aligning Human Resources and Business Strategy, 2nd Edition*

(Butterworth-Heinemann, 2008) ISBN 0750680172

Saunders M, Millmore M, Lewis P, Thornhill A and Morrow T – *Strategic Human*

*Resource Management: Contemporary Issues* (Financial Times/Prentice Hall, 2007)

ISBN 027368163X

**Journals & Newspapers:**

*Management Today* (Haymarket Business Media)

*People Management* (Chartered Institute of Personnel and Development)

*Professional Manager* (Chartered Management Institute)

*The Economist* (The Economist Newspaper Ltd) has articles on human resource

related topics from time to time

**Websites:**

www.businesslink.gov.uk

www.cipd.co.uk

www.managementhelp.org