

BBER309 Strategic Human Resources Management

ECTS Value: 6 ECTS
Self-Study Hours: 72

Contact Hours: 30
Assessment Hours: 48

Overall Objectives and Outcomes

This study-unit enables students to learn about the tasks that are meant to be fulfilled by human resource managers. Course participants will learn the theories that underpin tasks such as organising work, recruitment, training, succession planning, dismissals and several other functions completed by any Human Resources Department. This study unit makes use of case studies in order to delve into the dynamics of human resource management practices. During this course, course participants will explore organisational theories and known best-practices with a view to understand the strategic role of the HR professional operating in complex and fast-changing organisational realities. The exposure to the different aspects of HR will help them to reflect upon the transformation of personnel management into Strategic Human Resources Management. The main aspects of the Human Resources function, including, organisational structure and design, employment relations, workforce planning, recruitment and selection, reward and performance management and employee and organisational development will be critically reconsidered against this backdrop. Throughout the unit, course participants will be supported to move away from the idea that models are readily available to be applied universally to the belief that HR professionals eventually need to pro-actively construct their own models. They will also be able to explain a series of alternative approaches to Human Resources Management and the related best practices and processes to strategically translate theory into action.

By the end of this module, the learner will be able to:

Competences

- a. express the importance that the human resources function can have on organisational performance
- b. justify the relevance of Human Resources Management to Business Management in general
- c. enable participants to increasingly become aware of the impact of HR on an organisation
- d. support participants abilities to make decisions independently in areas related to HRM
- e. critically engage in discussions encompassing HR issues
- f. develop a pro-active approach to the application of theories pertaining to the main domains of HRM
- g. design training that reflects the needs of the employee and of the employer
- h. develop diverse performance appraisal systems
- i. develop specific reward systems depending on the nature, role and impact of different reward approaches

Knowledge

- a. outline the core functions of human resources management and their impact on organisational performance
- b. describe the effectiveness of selection methods depending on the context
- c. articulate diverse talent management approaches
- d. state the different trends in performance management

- e. explain the importance of the factors that enhance retention (e.g. communication, rewards, recognition, feedback)
- f. define the links between motivation, performance and employee well-being and the related theoretical perspectives
- g. appreciate the power of different forms of incentives at work
- h. outline legal matters related to issues of contracts, employee relations, employment law, minimum wage, H&S, working time, discrimination, harassment, dismissal, termination of employment etc.
- i. describe issues of employee well-being and the contribution of work-life balance to such well-being
- j. elaborate on the contribution which an HR department can make to the content, process and outcomes of organisational change
- k. understand the impact of culture on management
- l. classify the different elements that require alignment for the construction of a high-performing company
- m. recognise that HR experts cannot stop learning due to the dynamic nature of HRM
- n. demonstrate the drive to promote the relevance of the different HR functions on any successful organization (including NGOs)
- o. recognise the different roles and responsibilities of the Human Resources Manager
- p. understand the diverse perspectives of people from different cultures and how this can affect the management of people
- q. identify the areas in which cultural differences pose challenges as well as opportunities in managing people across cultures

Skills

Applying knowledge and understanding

The learner will be able to:

- a. evaluate the impact on organisational performance which diverse HR functions can have
- b. analyse current prescriptions for the Recruitment and Selection of the contemporary workforce
- c. promote the conditions that sustain employee engagement and retention
- d. relate motivation and reward systems to wider organizational policy and practice
- e. analyse organisations and their performance in order to ensure congruence between worker characteristics, job design and organisational structure
- f. facilitate the setting up of a high-performance culture
- g. explore the distinctive human resource challenges of managing a diverse and multi-cultural workforce

Assessment Methods

This module will be assessed through: Presentation, Assignment, Essay

Suggested Readings

Core Reading List

1. Baldacchino, G., Caruana, A., & Grixti, M. (2003) Managing people in Malta: case studies in local human resource management practice. Agenda Publishers.

2. Baldacchino, G., Cassar V. and Azzopardi J. (2019) Malta and its Human Resources: Management and Development Perspectives. Malta University Press.
3. Armstrong, M. (2016). Handbook of Strategic Human Resource Management. Kogan Page.
4. Brooks, I. (2018) Organisational Behaviour: Individuals, Groups and Organisation. Pearson Education Limited.

Supplementary Reading List

1. Wilton, N. (2016). An Introduction to Human Resource Management. SAGE Edge.
2. Dessler, G. (2020) Human Resource Management. Pearson Prentice-Hall.
3. Jiang, K., Takeuchi, R., & Lepak, D. P. (2013). Where do we go from here? New perspectives on the black box in strategic human resource management research. Journal of Management Studies, 50(8), 1448-1480. <https://doi.org/10.1111/joms.12057>