



STRATEGIC HUMAN RESOURCE MANAGEMENT AND ORGANIZATIONAL EFFECTIVENESS

INSTITUTE FOR PROFESSIONAL AND EXECUTIVE DEVELOPMENT

United Kingdom

UNIT SPECIFICATION

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Unit Title

Strategic Human Resource Management and Organizational Effectiveness

Credit value

The credit value for this unit is 30

30 credits equivalent to 300 hours of teaching and learning
(10 hours is equivalent to 1 credit)

Guided learning hours (GLH) = 50 hours

GLH includes lectures, tutorials and supervised study. This may vary to suit the needs and requirements of the learner and/or the approved centre of study.

Directed learning = 50 hours: This includes advance reading and preparation, group study, and undertaking research tasks.

Self-managed learning = 200 hours: This includes completing assignments and working through the core and additional reading texts. It also includes personal research reading via other physical and/or electronic resources.

Learning outcome Learner will:	Assessment criteria Learner can:
1.0 Understand the nature of human resource management (HRM)	1.1 Define human resource management 1.1.1 Examine the 2 ways in which human resource management can be defined (i.e. by identifying the key objectives to be achieved and by a distinctive approach to the management of people) 1.2 Distinguish between human resource management and personnel management 1.3 Discuss the evolution of personnel and human resource management
2.0 Understand the differentiate approaches to HRM	2.1 Discuss the universalist approach to HRM 2.1.1 Examine the 4 HR policy goals on which the universalist approach is based (i.e. strategic integration, commitment, flexibility and quality) 2.2 Examine the contingency or fit approach to HRM 2.2.1 Explain the two critical forms of fit on which the contingency or fit approach is based (i.e. internal fit and external fit) 2.3 Give an account on the resource based approach 2.4 Compare and contrast; best practice approach versus best fit approach to HRM
3.0 Understand the link between business strategy and HR strategy	3.1 Examine the nature of HR strategy and business strategy 3.2 Analyse the 5 distinctive models that arise as a result of the relationship between HR strategy and business strategy (i.e. the separation model, the fit model, the dialogue model, the holistic model and the HR driven model)

<p>4.0 Understand the nature of Hard HRM and Soft HRM</p>	<p>4.1 Distinguish between Hard HRM and Soft HRM 4.2 Examine the implications of both Hard and Soft HRM 4.3 Evaluate the relationship between McGregor's Theory X and Theory Y, and Hard and Soft HRM</p>
<p>5.0 Understand the contribution of HRM to achieving organizational goals</p>	<p>5.1 Analyse how HRM contributes to organizational success 5.1.1 Evaluate the contribution of HRM in gaining competitive advantage 5.1.2 Evaluate the contribution of HRM in maintaining competitive advantage 5.1.3 Examine how HRM fosters a positive reputation for the organization 5.2 Explore the key functions of HRM in the organization (i.e. planning, integrating, staffing, developing, motivating, designing, managing relationships, managing change and evaluating)</p>
<p>6.0 Understand the nature, strengths and weaknesses of key HRM models</p>	<p>6.1 Examine the four important intellectual functions that models seek to provide to the study of HRM (i.e. providing an analytical framework for studying HRM, legitimizing certain HRM practices, providing a characterization of HRM that establishes variables and relationships to be researched, serving as a heuristic device; something to help us discover and understand the world) 6.2 Give an account on the following models of HRM: <ul style="list-style-type: none"> - Fombrun, Tichy and Devanna model Harvard model - Guest model - Warwick mode - Storey model </p>

Recommended learning resources

<p>Indicative reading</p>	<p>Torrington et al 2008. Human Resource Management 7th Edition: Peason Education Limited, England. ISBN 978-0-273-71075-2</p> <p>Bratton and Gold 2007. Human Resource Management, Theory and Practice 4th Edition: McMillan, US. ISBN 978-0-230-00174-9</p> <p><u>Further reading</u> Charles Leatherbarrow et al 2010. Introduction to Human Resource Management, a Guide to HR in practice: CIPD ISBN: 978-1843982586</p> <p>Sarah Gilmore et al 2009. Human resource Management: OUP Oxford ISBN: 978-0199539376</p>
<p>Learning Aid</p>	<ul style="list-style-type: none"> • A comprehensive IPED study material is available to aid in learning and research of this unit. • We supply IPED course materials free of charge. Our study materials, which offer quick learning start, are comprehensive, use simple English, and are easy to read and understand. The contents are so sufficient and self-explanatory; that in majority of cases readers do not require further support; although support is always available when you need it.