

Spring Semester 2024

Strategic Human Resource Management 2024

OLAT: <https://lms.uzh.ch/auth/RepositoryEntry/17498505643>

ORGANIZATION

Module:	Strategic Human Resource Management
ECTS-Points:	3.0
Lecture:	Monday, 10:15 – 12:00
Language:	English
Lecturers:	Anastasia Sapegina, PhD, anastasia.sapegina@unilu.ch Delia Meyer, MSc, delia.meyer@unilu.ch
Guest Lecturers:	Silvana Laesi, Head HR, Luzerner Kantonalbank Ashley Tinner, Regional HR Leader, EMEA MedTech, Johnson & Johnson Nesibe Bruggmann, Head of Learning & Development, Georg Fischer AG Peter Ziswiler, Head Corporate HR, Georg Fischer AG
Exam date:	07.06.2024, 09:15-10:45 Please note: The final time and date will be communicated by the Dean's office

CONTENT

Strategic Human Resource Management (SHRM) results from linking strategic management with human resources management within an organization. Specifically, we discuss how human resource management contributes to the implementation of an organization's strategy, and how it can shape strategy development. By the end of this course, you should be able to 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.

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) analyze and evaluate HRM imperatives from a strategic perspective
- 5) apply strategic perspectives to HRM using case studies
- 6) critically engage with contemporary research literature on SHRM

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REGISTRATION

To attend the course, registration via e-learning platform [OLAT](#) is required. Registration is possible from **5 February to 1 March 2024**. The students themselves are responsible for checking the creditability of the course to their course of study.

In order to acquire credits, resp. to take the examination, registration via [Uni Portal](#) within the examination registration period is ESSENTIALLY REQUIRED. Only those who have registered for the exams on the UniPortal can take part in the exams and earn credits.

Further information on registration: www.unilu.ch/wf/pruefungen

PLAN OF THE LECTURES

Date	Contents	Compulsory readings
19.02.2024	Kick-off Strategic Human Resource Management	Paauwe & Boon (2018) Jackson et al. (2014)
26.02.2024	Strategic Human Resource Management	Paauwe & Boon (2018) Jackson et al. (2014)
04.03.2024	SHRM at Luzerner Kantonalbank: Guest Lecture Silvana Laesi	
11.03.2024	SHRM: Training and Development CAA: time for group exchange and questions	Wilkinson et al. (2021) Chapter 5
18.03.2024	SHRM: Talent Management	Wilkinson et al. (2021) Chapter 23
25.03.2024	SHRM: Talent Management Case Study	Case study
01.04.2024	No lecture: Easter Break	
08.04.2024	SHRM: Compensation I	Wilkinson et al. (2021) Chapter 6 Fall & Roussel (2014)
15.04.2024	SHRM: Compensation II	Arnold & Fulmer (2019)
22.04.2024	SHRM: New HR Trends and the Future of Work	Wilkinson et al. (2021) Chapter 21 Chapter 24
29.04.2024	SHRM at Johnson & Johnson: Guest Lecture Ashley Tinner	
06.05.2024	SHRM at GF: Guest Lecture Nesibe Bruggmann & Peter Ziswiler	
13.05.2024	SHRM: Risks and Retention	Wilkinson et al. (2021) Chapter 12 Becker & Smidt (2016)
20.05.2024	No lecture: public holiday	
27.05.2024	SHRM: Risks and Retention Case Study	Case study
07.06.2024	Exam (to be confirmed by Dean's office)	

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EXAMINATION FORMAT

- 1) Critical analysis of a journal article provided by the lecturer (group work): 40%*
- 2) Final exam (individual work): 60%

* You need to sign into the group work for critical analysis in OLAT until 04.03.2024. The deadline for submitting the critical analysis is 10.05.2024 (23:59). For details, see the Critical Analysis Assignment document.

COMPULSORY READINGS

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

- Arnold, A., & Fulmer, I. S. (2018). Pay transparency. In *The Routledge Companion to Reward Management* (pp. 87-96). Routledge.
- 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.
- Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. *Academy of Management Annals*, 8(1), 1-56.
- Wilkinson, A., Dundon, T., & Redman, T. (2021). *Contemporary Human Resource Management: Text and Cases*. Sage.
- Paauwe, J., & Boon, C. (2018). Strategic HRM: A critical review. *Human Resource Management* (pp. 49-73). Routledge.
- Fall, A., & Rousset, P. (2014). Compensation and work motivation: Self-determination theory and the paradigm of motivation through incentives. *The Oxford Handbook of Work Engagement, Motivation, and Self-determination Theory* (pp. 199-217). Oxford.