

Strategic Human Resource Management (F710336)

Due to Covid 19, the education and evaluation methods may vary from the information displayed in the schedules and course details. Any changes will be communicated on Ufora.

Course size (nominal values; actual values may depend on programme)
Credits 4.0 Study time 120 h Contact hrs 45.0 h

Course offerings and teaching methods in academic year 2020-2021

A (semester 1)	English	Gent	online lecture	0.0 h
			lecture	45.0 h

Lecturers in academic year 2020-2021

Vanderstraeten, Alex	EB23	lecturer-in-charge
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Offered in the following programmes in 2020-2021

	crdts	offering
Master of Science in Teaching in Economics (main subject Business Administration)	4	A
Master of Science in Business Administration (main subject HRM and Organizational Management)	4	A
Exchange programme in Economics and Business Administration	4	A

Teaching languages

English

Keywords

Strategic Human Resource Management, Performance Management, Strategic management, Sustainable HRM

Position of the course

Many organizations are convinced that management of human resources makes the difference. Important aspects are strategic, competency and performance oriented employment within the framework of a managerial logic that combines high performances, wellbeing and societal impact. An integrative approach is used to make students familiar with theoretical and conceptual insights in Human Resource Management, based on a four dimensional model of HRM. Knowing how to apply this four dimensional logic is the core objective.

Contents

- Introduction: From a traditional human resource management to strategic Human Resource Management based on a four dimensional model of Human Resource Management
- The instrumental approach: work systems, regulation, electronic HRM environment, HRM information systems, and client oriented service delivery of HRM.
- De people approach: a motivational deployment of people, leadership and social work conditions as fundamental concerns of the HR Manager.
- The strategic approach: HRM as a strategic business partner in the organization, focused on a pro active and value chain approach of HRM with a focus on sustainable HRM.
- The organizational dimension: structures and cultures as facilitating factors for strategic HRM

Initial competences

A basic understanding of psychological, sociological and economic insights

Final competences

- 1 Insight into the importance of the relationship between performance management and Human Resource Management
- 2 Understanding the development of a strategic and sustainable Human Resource Management in the organization

- 3 Being able to handle the 4-dimensional model of HRM by using insights of the handbook, a case and a checklist.
- 4 Situating some different contemporary developments of HRM in a strategic HRM framework
- 5 Be able to situate the strategic approach of Human Resource Management in the framework of a sustainable approach.

Conditions for credit contract

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

Conditions for exam contract

This course unit cannot be taken via an exam contract

Teaching methods

Lecture, online lecture

Learning materials and price

1 Vanderstraeten, A., (2019) Strategic HRM and Performance. A conceptual framework. London, MacMillanPalgrave.

- 2 Copies of scientific articles about HRM
- 3 Internet documents

References

Course content-related study coaching

Feedback during and/or after sessions

Evaluation methods

end-of-term evaluation

Examination methods in case of periodic evaluation during the first examination period

Oral examination

Examination methods in case of periodic evaluation during the second examination period

Oral examination

Examination methods in case of permanent evaluation

Possibilities of retake in case of permanent evaluation

not applicable

Calculation of the examination mark

100% oral exam with written preparation