

# Course Descriptions Master 2022-2023

Course Title Strategic Human Resource Management  
 Course Code EBC4098  
 ECTS Credits 6,5  
 Assessment Whole/Half Grades

Period	Start	End	Mon	Tue	Wed	Thu	Fri
4	6-2-2023	31-3-2023	X			X	

Level Intermediate/Advanced  
 Coordinator Sonja Zaar For more information:s.zaar@maastrichtuniversity.nl  
 Language of instruction English

Goals  
 The main objective of this course is to provide a critical analysis of the relationship between the management of people and the pursuit of organizational goals and objectives. In more details, the learning objectives for this course are as follows:  
 \* Understanding the role played by human resource management in strategic management and how strategic human resource management differs from the more operationally-focused personnel management.  
 \* Examining how HR strategy impacts organizations' chances of survival and its relative success.  
 \* Gaining insight into how HR strategy varies across organizational, industry, and societal contexts.  
 \* Enhancing knowledge on the relation between work systems and organizational performance.  
 \* Understanding employment relationships and their effect on employee well-being.  
 \* Understanding how to manage the diversity and inclusion of a heterogeneous and increasingly flexible workforce.  
 \* Prepare for future practice in designing and managing human resource systems.  
 \* Develop discussion competence, reflective inquiry, and the capacity to critically analyse within topics and synthesize across topics.  
 \* Develop the ability to professionally lead discussions and give impactful presentations.  
 \* Develop constructive feedback seeking, feedback receiving, and feedback giving approaches.

Description  
 PLEASE NOTE THAT THE INFORMATION ABOUT THE TEACHING AND ASSESSMENT METHOD(S) USED IN THIS COURSE IS WITH RESERVATION. A RE-EMERGENCE OF THE CORONAVIRUS AND NEW COUNTERMEASURES BY THE DUTCH GOVERNMENT MIGHT FORCE COORDINATORS TO CHANGE THE TEACHING AND ASSESSMENT METHODS USED. THE MOST UP-TO-DATE INFORMATION ABOUT THE TEACHING/ASSESSMENT METHOD(S) WILL BE AVAILABLE IN THE COURSE SYLLABUS.

The drumbeat of globalization, the relentless pace of technology, the flattening of organizational structures, and greater reliance on teams are just a few examples of challenges that organizations and HR professionals face today. These challenges are complex, ambiguous, and dynamic, and require a strategic approach to managing human resources in the workplace. Moving beyond conventional models of administrative and bureaucratic approaches to managing people, Strategic Human Resource Management (SHRM) aligns human resource management with the business strategy of the organization in order to achieve the strategic objectives of the organization. Optimal alignment between the management of the workforce and the organizational goals can deliver remarkable results, such as enhanced flexibility, agility and innovation strength, improved business performance, and in the long term a sustainable competitive advantage. SHRM thus plays a vital role in enabling a successful organizational future, making it a valuable component of organization science to explore at university. Hence, this course on SHRM. The SHRM course is part of the MSc program Learning and Development in Organisations. In addition, the course is an elective in the MSc program on Human Decision Science. In this course, we present a thematic overview of the thinking and research evidence in the field of SHRM. This will enable you as students to develop your own understanding of the field and inform your practice as an organizational member (as employee, employer, HR professional, or other stakeholder). We believe that knowing more about the (successful) interaction between strategy and human resource management provides you, as a student of this course and as a future graduate entering the workplace, with a powerful base for making positive contributions to organizations and society as a whole.

Literature

- \* Buller, P. F., & McEvoy, G. M. (2012). Strategy, human resource management and performance: Sharpening line of sight. *Human Resource Development Review*, 43–56.
- \* Slocum, J., Lei, D., & Buller, P. (2014). Executing business strategies through human resource management practices. *Organizational Dynamics*, 43, 73–87.
- \* Zheng, C., Molineux, J., Mirshekary, S., & Scarparo, S. (2015). Developing individual and organisational work-life balance strategies to improve employee health and wellbeing. *Employee Relations*, 37(3), 354–379.
- \* Hoque, K., Wass, V., Bacon, N., & Jones, M. (2018). Are high-performance work practices (HPWPs) enabling or disabling? Exploring the relationship between selected HPWPs and work-related disability disadvantage. *Human Resource Management*, 57, 499-513.
- \* Ogbonnaya, C., Daniels, K., Connolly, S., & Van Veldhoven, M. (2017). Integrated and Isolated Impact of High-Performance Work Practices on Employee Health and Well-Being: A Comparative Study. *Journal of Occupational Health Psychology Association*, 22(1), 98–114.
- \* Pfeffer, J. (1998). Seven Practices of Successful Organizations. *California Management Review*, 40(2), 96–124.
- \* Hays-Thomas, R., Bowen, A., & Boudreaux, M. (2012). Skills for Diversity and Inclusion in Organizations: A Review and Preliminary Investigation. *The Psychologist-Manager Journal*, 15, 128–141.
- \* Li, Y., Perera, S., Kulik, C. T., & Metz, | Isabel. (2019). Inclusion climate: A multilevel investigation of its antecedents and consequences. *Human Resource Management*, 58(4), 353–369.
- \* Roh, H., & Kim, E. (2016). The Business Case for Gender Diversity: Examining the Role of Human Resource Management Investments. *Human Resource Management*, 55(3), 519–534.
- \* Peter, J., & Gomez, S. J. (2019). Skill Building for Employability. *IUP Journal of Soft Skills*, 13(3), 42–55.
- \* Salas, E., Tannenbaum, S. I., Kraiger, K., & Smith-Jentsch, K. A. (2012). The Science of Training and Development in Organizations: What Matters in Practice. *Psychological Science in the Public Interest*, 13(2), 74–101.
- \* Ybema, J. F., Van Vuuren, T., & Van Dam, K. (2020). HR practices for enhancing sustainable employability: implementation, use, and outcomes. *The International Journal of Human Resource Management*, 31(7), 886–907.
- \* Moon, K. (2019). Specificity of performance appraisal feedback, trust in manager, and job attitudes: A serial mediation model. *Social Behavior and Personality*, 47(6), e7567.
- \* Murphy, K. R. (2020). Performance evaluation will not die, but it should. *Human Resource Management Journal*, 30, 13–31.
- \* Rivera, M., Qiu, L., Kumar, S., & Petrucci, T. (2017). Are Traditional Performance Reviews Outdated? An Empirical Analysis on Continuous, Real-Time Feedback in the Workplace. *Information Systems Research*, 32(2), 517–540.

Prerequisites Courses and workload are demanding for all IB master courses. Participants should have a bachelor degree with a major in Business or Economics. This also applies to exchange students  
 An advanced level of English

Teaching methods PBL / Presentation / Papers / Groupwork / Skills

Assessment methods

Evaluation in previous academic year

This course belongs to the following programme / specialisation

Final Paper / Participation / Presentation

For the complete evaluation of this course please click <http://iwio-sbe.maastrichtuniversity.nl/rapporten.asp?referrer=codeUM>

Master Human Decision Science

Elective Course(s)

Master Learning and Development in Organisations

Compulsory Course(s)