**Description: Strategic Human Resource Management**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
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<td>MGT</td>
<td>2003</td>
<td>44994</td>
<td>2, 2005</td>
<td>EXT</td>
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<td>Toowoomba</td>
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**Academic group:** FOBUS  
**Academic org:** FOB003  
**Student contribution band:** 2  
**ASCED code:** 080303

**STAFFING**

Examiner: Peter Sheen  
Moderator: Ben Swanepoel

**SYNOPSIS**

The relationship between organizational strategy and human resource strategy is important for building the overarching strategic purpose and strength of an organization. This strength and purpose is built through the contributions of human effort placed into work and the resulting outputs of that work. The importance of being able to understand the nature and level of quality in the output of work and then measure it in terms of its contribution to the strategic needs of the organization is an important part of managers’ work. Having had the opportunity in other courses to make a study of the broad spectrum of principles, functions and practices related to managing the human resources of an organization, this course builds on existing knowledge to take a strategic perspective of the human dimension of organisations. The emphasis falls on how to integrate human resource and general strategic and management decision-making and on the interplay between various organisational variables and human resource management. Students’ knowledge, understanding and insight into the long term choices to be made by organisations in relation to people management is developed to enable them to contribute to the formulation of appropriate strategies and the drafting of relevant policy principles. The socio-economic context as well as other contextual forces and variables are explored in relation to strategic human resource issues. The interplay between human resource management and business and general organisational performance is explored and the implications of the emergence of new organisational forms and relationships for people management are studied. Building organisational capability through human capital is a key theme running through the course.

**OBJECTIVES**

On successful completion of this course students will be able to:

1. analyse the nature of Strategic HRM and understand the differences to HRM as a foundation;
2. appreciate the relation between organisational strategies and HR strategies in order to improve organisational effectiveness;
3. identify issues in managing organisational structure and work design;  
4. reflect the importance of managing relationships between organisational work and culture through the strategic management of employees; and  
5. apply principles for linking people, strategy and performance.

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. Introducing Strategic HRM</td>
<td>10.00</td>
</tr>
<tr>
<td>2. Organisational Strategy and HR Strategy</td>
<td>15.00</td>
</tr>
<tr>
<td>3. Strategic HRM Choice and Decision Making</td>
<td>15.00</td>
</tr>
<tr>
<td>4. Managing Organisational Structure and Work</td>
<td>15.00</td>
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<tr>
<td>5. Managing Knowledge Work</td>
<td>15.00</td>
</tr>
<tr>
<td>6. Managing Organisational Culture</td>
<td>15.00</td>
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<tr>
<td>7. Contemporary Challenges and Strategic Issues</td>
<td>15.00</td>
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**TEXT and MATERIALS required to be PURCHASED or ACCESSED**

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at [http://bookshop.usq.edu.au](http://bookshop.usq.edu.au) click 'Semester', then enter your 'Course Code' (no spaces).


(revised & updated edition)

**REFERENCE MATERIALS**

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.


(see chapters 1 and 2)


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
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<tr>
<td>Directed Study</td>
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<td>Private Study</td>
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ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
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<tbody>
<tr>
<td>ASSIGNMENT 1</td>
<td>25.00</td>
<td>25.00</td>
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<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>30.00</td>
<td>14 Oct 2005</td>
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<td>3 HOUR EXAMINATION</td>
<td>45.00</td>
<td>45.00</td>
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NOTES

1. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

IMPORTANT ASSESSMENT INFORMATION

1. Attendance requirements:
   If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students’ responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.

2. Requirements for students to complete each assessment item satisfactorily:
   In order to pass the course, students need to achieve at least 50% of the weighted assessment marks in each of the assignments and at least 50% of the weighted assessment marks for the end-of-semester examination. To complete each assignment satisfactorily, students must obtain at least 50% of the available weighted assessment marks in each case. To complete the examination satisfactorily, students must obtain at least 50% of the available weighted assessment marks for the examination.

3. Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks gained by the student for the assignment will apply for each working day late.

4. Requirements for student to be awarded a passing grade in the course:
   To be assured of receiving a passing grade a student must achieve at least 50% in each of the summative assessments and at least 50% of the available weighted marks for the total of the summative assessment items.

5. Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the weighted aggregate of the marks obtained for each of the summative assessment items in the course. The weightings referred to here are not the percentage weightings used to indicate the relative loading on topics described on the first page of this course specification.

6 Examination information:
This is a restricted examination. Candidates are allowed access to specific materials during the examination. The only materials that candidates may use in the restricted examination for this course are (i) writing and drawing instruments; (ii) translation dictionary - with the Examiner's approval, candidates may take an appropriate non-electronic translation dictionary into the examination. This will be subject to perusal and, if it is found to contain annotations or markings that could give the candidate an unfair advantage, it may be removed from the candidate's possession until the appropriate disciplinary action is completed.

7 Examination period when Deferred/Supplementary examinations will be held:
Any Deferred or Supplementary examinations for this course will be held during the next examination period.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6. Assessment, and 5.10 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL http://www.usq.edu.au/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Guide to Policies and Procedures of the Faculty which can be found at the URL http://www.usq.edu.au/handbook/current/buspolproc.html.

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the Examiner. (ii) If requested, students will be required to provide a copy of an assignment submitted for assessment purposes. This should be despatched to the USQ within 24 hours of receipt of a request being made. (iii) The Examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an extension through the DEC before the due date or by including an application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant Examiner. (iv) The Examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) The Examiner will not accept submission of assignments by facsimile. (vi) Students who do not have regular access to postal services or who are otherwise disadvantaged by these regulations may be given special consideration. They should contact the Examiner to negotiate such special arrangements. (vii) In the event that a due date for an assignment falls on a local public holiday in their area, such as a Show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the Examiner's convenience.

2 Course Weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper. The examination may test material already tested in assignments.

3 Referencing in Assignments: Unless otherwise directed by the Examiner, all written and oral assignments submitted by students must conform to the guidelines laid out in the 'Communication skills handbook: How to succeed in written and oral
communication'. Any work not prepared in accordance with these guidelines may be subject to penalty or requirement for resubmission.

4 Deferred Work: Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment or to sit for an examination at the scheduled time may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. One of the following temporary grades may be awarded: IDS (Incomplete - Deferred Examination); IDM (Incomplete Deferred Make-up); IDB (Incomplete - Both Deferred Examination and Deferred Make-up).

**OTHER REQUIREMENTS**

1 Learning Resources: Prescribed text and materials (see above); prescribed reference materials (see above); printed Introductory Book, Study Book/s, and Book/s of Selected Readings; and course Website accessible via USQConnect.