



## Course syllabus

Faculty Board of Business, Economics and Design  
School of Business and Economics

2FE520 Human Resource Management - Concepts, Trends and Strategies, 15 högskolepoäng

Human Resource Management - Concepts, Trends and Strategies, 15 credits

**Main field of study**

Business Administration

**Subject Group**

Business Administration

**Level of classification**

First Level

**Progression**

G2F

**Date of Ratification**

Approved by the Board of the 2009-10-08

The course syllabus is valid from spring semester 2010

**Prerequisites**

Business Administration 1-60 ECTS, with at least 22,5 ECTS in Marketing, Organization or the equivalent.

### Expected learning outcomes

Human Resource Management: Concepts, Trends and Strategies (15 hp)

After completing the course, the student should be able to:

- describe key concepts and topics in human resource management (HRM);
- understand the role and dynamics of HRM in modern organizations;
- understand the relationship between business strategy and HRM;
- analyze and argue HRM problems and apply appropriate solutions;
- analyze workforce requirements in relation to company needs;
- demonstrate knowledge about HRM processes, including personnel planning, recruitment, selection and training;
- carry out examinations in different stages of the HRM process;
- understand the special features of the retail human resource environment;
- explain the specific role of HRM in retail companies;
- demonstrate the ability to analyze variations in manpower need depending on variations in market demand.

## Content

### SUBCOURSE 1

Managing people in customer oriented and labor intensive environments, 6 hp

People are the driving force behind all transactions in labor-intensive industries, such as retailing, tourism and health care. Globalization and increasing demands from well-informed and sophisticated consumers dominate the discussion of management in these sectors, challenging them to reorganize and adapt their structures to become more efficient. The module investigates the special features of the human resource environment, characterized by a large number of inexperienced workers, long hours, highly visible employees, many part-time workers, and variations in customer demand. The students will learn how to meet these challenges in different stages of the HRM process, i.e. recruitment, selection, training and monitoring of employees.

### SUBCOURSE 2

Strategic HRM, 9 hp

In subcourse 2, the students analyze the role and dynamics of HRM in modern organizations and the close relationship between business strategy and HRM performance in contemporary organizations. Students will gain knowledge and skills in the design and implementation of HR policies consistent with overall organizational strategy. Strategic aspects of HRM are analyzed with respect to how to secure manpower resources, how to obtain an optimal mix between employees and contracted labor, how to level variations in manpower need to variations in market demand, and how to identify critical success factors for effective HRM strategy. Students will also gain knowledge about the historical development of HRM as a field of research and practice from the perspective of macro-societal trends on the labour market and in working life, such as increased labour market flexibility, the individualization of work and cultural changes in the employer–employee relationship.

### Type of Instruction

The course consists of lectures, guest lectures, seminars, case studies and group exercises. Guest lectures and seminars are compulsory. Active student participation is required in seminars, where assignments are worked out and presented. Participation in case study exercises, seminar exercises etc, is obligatory, as is preparation for these.

### Examination

The course is assessed with the grades Fail (U), Pass (G) or Pass with Distinction (VG).

Assessment of the student's attainments is carried out by means of written examinations and by the submission of solutions to case studies achieved either independently or in a group, and written exercises.

Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 5-8 weeks after the normal examination date. The student will have a minimum of five occasions for written exams in relation to the syllabus to which the student was accepted. Usually 3 occasions per academic year.

The grading is based on assessment of the written exams, reports and the student's ability to present and discuss report contents. Results are graded using one of the terms Passed with distinction, Pass or Fail, and A-F according to the ECTS scale. outcomes.

### Course Evaluation

A written evaluation is conducted and compiled in a report, which is filed at the department. The result and actions, if taken, are communicated to the teacher responsible for the course and presented to the students in the way most appropriate according to the teacher responsible for the course. Other types of evaluations, such as continuous during the course or oral communication with the students, can occur and is encouraged to secure continuous quality improvement.

## Required Reading and Additional Study Material

### Subcourse 1

Adams, J. (2007). *Managing People in Organizations: Contemporary Theory and Practice*. Basingstoke: Palgrave MacMillan. (352 p.) ISBN: 9781403997968.

Korczynski, M. (2002). *Human Resource Management in Service Work*. Basingstoke: Palgrave Macmillan. (237 p.). ISBN: 0-333-77440-X.

#### Articles:

Ferris, G. R., Schellenberg, D. A. & Zammuto, R. F. (2006). Human resource management strategies in declining industries. *Human Resource Management*, Volume 23(4), pp. 381-394.

Merkel, J. Jackson, P. & Pick, D. (2006). New challenges in retail human resource management. In Krafft, M. and Mantrala, M. K. (eds), *Retailing in the 21st Century: Current and Future Trends*. Berlin, Heidelberg: Springer. pp 211-224. ISBN: 9783540284338.

Grimshaw, D. & Miozzo, M. (2009). New human resource management practices in knowledge intensive business services. *Human Relations*. Vol 62, pp. 1521-1550.

Cho, S., Woods, R. H., Jang, S. & Erdem, M. (2006). Measuring the impact of human resource management practices on hospitality firms' performances. *International Journal of Hospitality Management*. Vol 25(2), pp. 262-277.

### Subcourse 2

Adams, J. (2007). *Managing People in Organizations: Contemporary Theory and Practice*. Basingstoke: Palgrave MacMillan. (352 p.) ISBN: 9781403997968.

Korczynski, M. (2002). *Human Resource Management in Service Work*. Basingstoke: Palgrave Macmillan. (237 p.). ISBN: 0-333-77440-X.

Saunders, M., Millmore, M., Lewis, P., Thornhill, A. & Morrow, T. (2007). *Strategic Human Resource Management: Contemporary Issues*. Harlow: Pearson Education. (572 p.) ISBN: 027368163X.

Compilation of journal articles