



**LUND**  
UNIVERSITY

School of Economics and Management

## **BUSN44, Strategic Human Resource Management, 7.5 credits**

*Strategic Human Resource Management, 7,5 högskolepoäng*

Second Cycle / Avancerad nivå

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### **Details of approval**

The syllabus was approved by The Board of the Department of Business Administration on 2011-05-10 to be valid from 2011-05-10, spring semester 2012.

### **General Information**

This course is a master level course and an elective part of the masters programme, Managing: People, Knowledge and Change. It can also be an elective course in Business Administration at masters level. The course can be studied within the Business Administration and Economics programme, the International Business Administration and Economics programme, the Degree of Master of Science in Business and Economics – Programme (Civilekonomprogrammet) as well as an independent-subject course.

The course is offered in English, students must therefore be able to communicate in English both orally and in writing.

*Language of instruction:* English

*Main field of studies*

Business Administration

*Depth of study relative to the degree requirements*

A1N, Second cycle, has only first-cycle course/s as entry requirements

### **Learning outcomes**

A passing grade on the course will be awarded to students who:

#### **Knowledge and understanding**

- Have a thorough understanding of a variety of theoretical approaches with regard to the management of people in organizations.

- Have an understanding of the connection between human resource management and strategic work.

### **Competence and skills**

- Understand the practical tensions between managing for both change and continuity in contexts where organisations are increasingly dependent on the strategic management of human resources and knowledge.
- Have an ability to communicate in English on issues, debates and problems in the field both orally and in writing.

### **Judgement and approach**

- Show ability to make qualified ethical judgements in terms of human resource decisions.
- Show ability to select between and evaluate the relevance of different theories and techniques in relation to practical problems.
- Show ability to critically reflect upon and assess the usefulness of human resource practices in context.

### **Course content**

The objective of the course is to give students a deeper practical and theoretical knowledge of the area of human resource management (HRM) and its links and relevance to wider themes of organization and management. It deals in particular with the practice of strategic human resource management in light of the contested nature of humans as well as organizations. The course introduces students to key debates in the field. In particular, it explores the new role of HRM and its new directions in a historical context. It discusses high vs. low commitment approaches, and addresses issues such as performance management, diversity management, the employment relationship, ethics, and the relation between HRM-practices and culture and identity. The course also moves beyond traditional approaches and questions the nature of HRM and the personnel function from perspectives of a more critical nature. Students will also be afforded the possibility to make connections between HRM other current themes in organization and management studies such as internationalization, knowledge management, and the (alleged) rise of the knowledge economy.

### **Course design**

Instruction takes place primarily through lectures, seminars, workshops and case exercises in working teams. Grading takes place continually on the basis of case exercises, work assignments and seminar discussions. The literature is partly examined and graded collectively in seminars, where students report on their reading of the literature, and partly in a final test which is graded individually. Obligatory attendance and active participation are required on all parts of the course. After each examination there will be opportunities for students to take subsequent examination resists or undertake supplementary examination tasks as appropriate.

## Assessment

*Subcourses that are part of this course can be found in an appendix at the end of this document.*

## Grades

Marking scale: Fail, E, D, C, B, A.

**Grade** (Definition) Points or % out of maximum points. Characteristic.

**A** (Excellent) 85-100. A distinguished result that is excellent with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**B** (Very good) 75-84. A very good result with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**C** (Good) 65-74. The result is of a good standard with regard to theoretical depth, practical relevance, analytical ability and independent thought and lives up to expectations.

**D** (Satisfactory) 55-64. The result is of a satisfactory standard with regard to theoretical depth, practical relevance, analytical ability and independent thought.

**E** (Sufficient) 50-54. The result satisfies the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought, but not more.

**F (U)** (Fail) 0-49. The result does not meet the minimum requirements with regard to theoretical depth, practical relevance, analytical ability and independent thought.

Some occasional examination elements of the course may have the grading scale pass (D) / fail U(F).

*Plagiarism is considered to be a very serious academic offence. The University will take disciplinary actions against any kind of attempted malpractice in examinations and assessments. The penalty that may be imposed for this, and other improper practices in examinations or assessments, includes suspension from the University for a specific period of time.*

## Entry requirements

Students admitted to a Master Programme where this course is either a compulsory or elective part, are qualified for the course. For other students, at least 60 UCP or ECTS-cr in Business Administration is required. These must include a course in basic Business Administration, (e.g. FEK502 Business Administration: General Course, FEKA01 Business Administration: Introductory Course, or FEKC01 Introductory Course in Business Administration, including Business Communication or the equivalent).

Specific admission requirements:

While not mandatory, it is recommended that the students have a bachelors major in Organization or Strategy.

## Further information

The course BUSN44 Strategic Human Resource Management cannot be combined with BUSM15 in a degree.

In case of closure of the course: Within three semesters after the course closure there will be offered three additional occasions for examination of respective examination part of the course, for students with no successful result. Note that after this you can get a certificate only regarding completed examination parts.

## Subcourses in BUSN44, Strategic Human Resource Management

Applies from H11

1101 Strategic Human Resource Management, 7,5 hp  
Grading scale: Fail, E, D, C, B, A