

Unit 13 Strategic Human Resource Management			
Unit aims	The aim of this unit is to help learners acquire knowledge and understanding of human resource management strategy and its impact on the efficiency of an organisation.		
Unit level	7		
Unit code	D/650/5372		
GLH	60		
Credit value	15		
Unit grading structure	Pass-Merit-Distinction		
Assessment guidance	<p>To achieve this unit learners must produce work which demonstrates achievement of the learning outcomes at the standards provided by the assessment criteria.</p> <p>Learners must relate their work to the ATHE assignment scenario and use real life examples to illustrate their points. There is a requirement to use information from specific organisations to meet some of the stated standards. Learners will need to agree with tutors appropriate organisations on which to base their study. Tutors need to ensure that the organisations chosen are suitable. Where appropriate, learners may use just a single organisation to satisfy assessment requirements. Additional assessment guidance is provided in the ATHE assignment.</p> <p>Learner work should demonstrate substantial coverage of the unit indicative content.</p>		
Learning outcomes The learner will demonstrate that they:	Assessment criteria The learner can:		
	Pass	Merit	Distinction
1. Understand the factors affecting human resource management strategies in organisations	1.1 Analyse the effect of organisational structure and culture on organisational human resource management strategies 1.2 Assess the importance of financial resources in creating a human resource management strategy	1M1 Analyse the impact of legislation on human resource management strategies	
2. Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations	2.1 Analyse different models of strategic human resource management 2.2 Explain how human resource management contributes to the	2M1 Evaluate different models of preparing strategic human resource management plans for an organisation	

	achievement of strategic plans		
3. Understand how to prepare human resource management strategies for organisations	3.1 Assess factors to be considered when preparing human resource management strategies 3.2 Evaluate key elements of a human resource management strategy	3M1 Analyse how internal and external factors impact on the elements of human resource management strategies	3D1 Evaluate the model used by a named organisation in the development of its human resource management strategy
4. Can develop a human resource management strategy for an organisation	4.1 Develop a human resource management strategy for a named organisation 4.2 Explain how the proposed human resource management strategy will support achievement of business objectives		4D1 Assess the potential barriers to the implementation of a human resource management strategy

Indicative Content

LO1 Understand the factors affecting human resource management strategies in organisations

- Organisational structure and culture: flexible working practices, seasonality, mission, leadership styles, size of the organisation, national, international, nature of the business function, hierarchical, flat, functional, centralised, and de-centralised, product based, project, matrix, liquid
- Theories: Handy, Mintzberg, Weber
- Impact of financial resources: availability of labour, skills needs v shortages, cost of labour, productivity, minimum wage, nature of workforce, seasonality, nature of contracts, remuneration packages, reward systems
- Legislation affecting human resource management strategies: equalities legislation, data protection laws and regulations, health and safety laws, contracts of employment, breaks and holiday entitlement, redundancy and dismissal, maternity arrangements
- Current organisational situation: competitive and financial environment, culture of the organisation, organisation strategy, need for human resources
- Human resource plans and policies: e.g., recruitment and selection, learning and development, performance management, staffing adjustments, talent management

LO2 Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations

- HRM models: e.g., best practice, contingency, Harvard Framework; Guest, Patterson, HRM and personnel management, HRM activities
- Contribution to achievement of strategic plans: alignment of organisation and SHRM plans, human capital, SHRM
- Contribution to organisational performance: e.g., growth of the business, reduction in business, change to business function, moving sites, impact of technology, labour market competition, increase in efficiency, reduction in overall budget
- Planning: purpose of plan e.g., identifying need for new talent, re-skilling and up-skilling employees; resources required e.g., new equipment, software and associated training; criteria for success; financial implications; SMART targets; key milestones, contingency plans
- Planning models: e.g., human capital strategy, People Maturity Model, top-down bottom up, goal based, issue based, alignment, scenario, organic, 5-P model

LO3 Understand how to prepare human resource management strategies for organisations

- Factors to consider: government policies (e.g., employment, education, training, industrial, regional); personnel requirements (e.g., numbers, skill sets, training, experience); internal and external factors (e.g., workforce profiles, skills availability, labour market competition, outsourcing, forecasting, gap analysis)
- Government legislation affecting human resource management strategies: e.g., rights for disabled workers, equal opportunities legislation, data protection laws, health and safety laws, contracts of employment, breaks and holiday entitlement, redundancy and dismissal, maternity arrangements etc.
- Current organisational situation: competitive and financial environment, culture of the organisation, organisation strategy, need for human resources, human resource plans and policies e.g., recruitment and selection, learning and development, performance management, staffing adjustments, talent management

LO4 Develop a human resource management strategy for an organisation

- Decision on the model which will be used: business factors e.g., location of operations, technology, productivity, competition, employee development, business growth, contraction, financial implications and skills requirements.
- Alignment of SHRM to strategic plan and business objective.
- External factors, demand and supply of labour, Government policy.
- Monitoring, performance indicators, quantitative and qualitative measures
- Barriers to implementation e.g., finance, trade union influence, skill availability, resistance to change, lack of alignment, communications, consultation process, timescales, works councils

Suggested Resources

Armstrong, M. and Taylor, S., 2020, Armstrong's Handbook of Human Resource Management Practice, Kogan Page Publishers

Bailey, C., Mankin, D., Kelliher, C. and Garavan, T., 2018, Strategic Human Resource Management Oxford University Press

Boxall, Peter and Purcell, John, 2022, Strategy and Human Resource Management, Bloomsbury Academic

Dhanpat, N., Buthelezi, Z.P., Joe, M.R., Maphela, T.V. and Shongwe, N., 2020, Industry 4.0: The role of Human Resource Professionals, SA Journal of Human Resource Management, 18(1), pp.1-11

Greer, C.R., 2021, Strategic Human Resource Management, Pearson Custom Publishing

Malik, A., 2018, Strategic Human Resource Management and Employment Relations. An International Perspective, Springer, 10, pp.978-981

Storey, J., Ulrich, D. and Wright, P.M., 2019, Strategic Human Resource Management: A Research Overview

Tataru, C., 2019, Human Resources in the Digital Age: A Manager's Realities and Perspectives, Revista de Management Comparat International, 20(4), pp.473-480

Thite, M. ed., 2018, e-HRM: Digital Approaches, Directions and Applications, Routledge

Vanderstraeten, A., 2018, Strategic HRM and Performance: A Conceptual Framework, Bloomsbury Academic

Websites

[Workplace Accreditations to #MakeWorkBetter | Investors in People](#) – Investors in People

[Personnel Today - Find HR news & your next human resources job on Personnel Today](#) – Personnel Today

[CIPD The Professional Body for Human Resources and People Development](#) - Chartered Institute of Personnel and Development

Unit 13 Strategic Human Resource Management - Supporting information	
Opportunities for Synoptic Teaching and Learning	
Learners and tutors will have the opportunity to link the learning from this unit with the content of other units.	
Learning Outcome	Teaching and learning links to other unit LO/AC
LO1 Understand the factors affecting human resource management strategies in organisations	Unit 7 Developing Organisational Vision and Strategic Direction, LO3 Understanding how to implement organisational vision and strategic direction Unit 4 Organisational Behaviour, LO2 Understand how organisational structures and culture impact on the effectiveness of an organisation
LO2 Understand how strategic human resource management contributes to the achievement of the strategic plans of organisations	Unit 4 Organisational Behaviour, LO2 Understand how organisational structures and culture impact on the effectiveness of an organisation Unit 7 Developing Organisational Vision and Strategic Direction, LO3 Understanding how to implement organisational vision and strategic direction Unit 14 Managing Continuous Organisational improvement, LO3 Plan change for organisational improvement
Opportunities for Synoptic Assessment	
Some of the AC require knowledge from one or more of the LOs.	
LO4 Develop a human resource management strategy for an organisation draws on the knowledge and understanding developed via LO1, LO2 and LO3.	

Opportunities for Skills Development within this unit	
Employability Skills	Study Skills
<p>Problem-solving – Using analytical skills, e.g. research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, e.g., listening to/reading all information, identifying others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news) drawing conclusions (LO1, LO2, LO3, LO4)</p> <p>Communication skills – Taking the right action with the information gathered. Written</p>	<p>Thinking skills - Using analytical skills, eg research skills, handling information, consulting multiple sources, categorising information. Using critical thinking skills, eg listening to/reading all information, identifying and interpreting others' positions, arguments and conclusions, weighing up opposing arguments (avoiding jumping to conclusions, spotting fake ideas/news), drawing conclusions (LO1, LO2, LO3, LO4)</p> <p>Using sources of information – Accessing information ie choosing current, sufficient, relevant and reliant sources (LO1, LO2, LO3, LO4)</p>

communication eg appropriate formats, style and tone, spelling, punctuation and grammar
(LO4)

Reading skills – Identifying different reading materials. Reading with a purpose, e.g., to understand an idea/concept, to retain information for revision, to research **(LO1, LO2, LO3, LO4)**

Writing skills – Understand the purpose of writing. Understand writing styles (and formats) e.g., personal, explanatory, persuasive, research and business **(LO1, LO2, LO3, LO4)**