Human Resource Management
MGF2661
Weekly topic notes
S1 2017

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MGF2661 HRM Summary:

**Week 1**: Introduction – Evolution of HRM  
*Reading*: Hospitality HRM: past, present and future, Davidson et al (2011)

**Week 2**: HRM Theory & Models  

**Week 3**: HRM Perspectives and critiques  

**Week 4**: Diversity management, employee wellbeing  
*Reading*: Diversity management in Australia: a mosaic of concepts, practice and rhetoric, Kramar (2012)

**Week 5**: HR in context: the Law  

**Week 6**: HRM in context: HR planning in a diverse & changing env  
*Reading*: Working and employability after 75 in Australia, Patrickson (2016)

**Week 7**: Work(Job) design and challenges in global environment  
I’ll take care of you: the use of supportive work practices to retain older workers, Mountford (2013)

**Week 8**: Attracting & selecting talent  
Using social media content for screening in recruitment & selection: pros and cons, Jeske & Shultz (2016)
**Week 9**: Retaining & Developing talent  
*Reading*: Understanding graduate recruitment, development & retention for the enhancement of talent management: sharpening ‘the edge’ of graduate talent, McCracken et al (2016)

**Week 10**: Managing performance  
Let’s not kill performance evaluations yet, Goler et al (2016)

**Week 11**: Strategic Reward management  
*Reading*: Marriott makes the business case for an innovative total rewards strategy, Fischer et al (2003)  
* Employee benefits in a total rewards framework, Kwon et al (2013)
**Week 1: Introduction – Evolution of HRM**

- HRM definition
- SHRM definition
- Power & conflict relating to HRM (unitarist, pluralist concepts, soft & hard HRM) → guided reading
- *Davidson reading*: academic perspective on HRM. Identifies external factors likely to impact on HRM in service sector/industries. Discusses soft and hard HRM (employees as resources & being resourceful), pluralism & Unitarism, HRM evolution, challenges for hospitality industry, HRM activities for service industry.

**Week 2: HRM Theory & Models**

- SHRM model: vertical & horizontal integration
  Patten of planned HR deployments/activities to enable org to achieve its goals. Not about individual needs, about attitudes & behaviour → consistent/align with org goals.
  **Unitarist, hard HRM**: Unitarism (outcome about org), concern with stakeholders (govt, law).
  Practices must fit with one another, work together/support → to integrate.
  **SHRM assumptions**: limited by political, eco, social, cultural factors. HR critical to firm success via comp adv (RBV). Focus is on meeting needs of firm by integrating HR strategy with bus strategy.
  Vertical: to make the bus strategy into a HR strategy. Adds value.
  Horizontal: work together in synergy.
  Temporal fit: adapt to the future.
  Employees are a “means to an end/achieving business objectives”
  Systems & processes to create HR strategy directed towards achieving strategic business outcomes.
  **Assumptions** of power: Unitarist view (assumed to share same interests & goals), conflict managed, employee relationship is a mutual commitment to success of org.
  **Assumptions** of employee needs: shared goals & direct employees attitudes to achieve goals/strategy. Consistent with hard HRM.

- Harvard model:
  Set of broad strategic choices within a set of contingencies. Consequence of HRM, people’s needs will be met (wellbeing etc.)
  Societal outcome: sustainability of the workforce.
  Underlying **assumptions**: various stakeholder interests (power & conflict), situational factors (context/env factors), HRM policy