

## Strategic Human Resource Management (F710336)

**Course size** *(nominal values; actual values may depend on programme)*

**Credits 4.0**

**Study time 120 h**

**Course offerings and teaching methods in academic year 2025-2026**

A (semester 1)

English

Gent

seminar  
lecture

0.0h

**Lecturers in academic year 2025-2026**

Kozusznik, Gosia

EB23

lecturer-in-charge

**Offered in the following programmes in 2025-2026**

Master of Science in Teaching in Economics(main subject Business Administration)

**crdts**

4

**offering**

A

Master of Science in Business Administration(main subject HRM and Organizational Management)

4

A

Exchange programme in Economics and Business Administration

4

A

**Teaching languages**

English

**Keywords**

Strategic Human Resource Management, Performance Management, Strategic management, Sustainable HRM

**Position of the course**

The overall objective of the course 'Strategic Human resource Management is to enhance the understanding of the key strategic contribution of HRM in organizations.

**Contents**

Many organizations are convinced that management of human resources makes the difference. Important aspects are strategic, competency and performance oriented employment within the framework of a managerial logic that combines high performances, wellbeing and societal impact. The course offers an integrative approach by offering cases, insights and scientific evidence to make students familiar with theoretical and conceptual insights in Strategic HRM. A broad but critical view on Strategic HRM and the application in practice is an important goal of this course.

**Initial competences**

A basic understanding of psychological, sociological and economic insights

**Final competences**

- 1 Insight into the importance of the relationship between performance management and Human Resource Management
- 2 Understanding the development of a strategic and sustainable Human Resource Management in the organization
- 3 Being able to handle the model of HRM by using insights of the handbook and cases.
- 4 Situating some different contemporary developments of HRM in a strategic HRM framework
- 5 Be able to situate the strategic approach of Human Resource Management in the framework of a sustainable approach.

**Conditions for credit contract**

Access to this course unit via a credit contract is unrestricted: the student takes into consideration the conditions mentioned in 'Starting Competences'

### **Conditions for exam contract**

This course unit cannot be taken via an exam contract

### **Teaching methods**

Group work, Seminar, Lecture, Independent work

### **Extra information on the teaching methods**

Lectures, in-class cases, reading assignments.

Group work: prepare presentation (based on interview(s) and/or survey(s))

This course requires active participation during classes to be able to apply theoretical concepts to specific business cases.

### **Study material**

Type: Handbook

Name: Strategic Human Resources management: A balanced approach.

Indicative price: € 50

Optional: no

Language : English

Author : Paul Boselie, Beatrice van der Heijden

ISBN : 978-1-52684-951-9

Oldest Usable Edition : 2024

Available in the Library : Yes

Available through Student Association : Yes

Usability and Lifetime within the Course Unit : intensive

Usability and Lifetime within the Study Programme : one-time

Usability and Lifetime after the Study Programme : occasionally

Type: Slides

Name: Strategic HRM sessions

Indicative price: Free or paid by faculty

Optional: no

Language : English

Available on Ufora : Yes

Type: Audiovisual Material

Name: Knowledge pills

Indicative price: Free or paid by faculty

Optional: no

Language : English

Available on Ufora : Yes

### **References**

### **Course content-related study coaching**

Opportunities for questions and feedback during class.

### **Assessment moments**

end-of-term and continuous assessment

### **Examination methods in case of periodic assessment during the first examination period**

Written assessment with open-ended questions, Written assessment

### **Examination methods in case of periodic assessment during the second examination period**

Written assessment with open-ended questions, Written assessment

### **Examination methods in case of permanent assessment**

Presentation

### **Possibilities of retake in case of permanent assessment**

examination during the second examination period is not possible

### **Extra information on the examination methods**

- Final exam with multiple choice questions and with open-ended questions.
- In-class group presentations.

### **Calculation of the examination mark**

80% written exam

20% in-class group presentation

When the student obtains less than 10/20 for the written exam, he/she can no longer pass the course unit as a whole. If the total score does turn out to be a mark of ten or more out of twenty, this is reduced to the highest fail mark (9/20).

Resit examination: the calculation of the final score remains the same. The score of the part 'in-class group presentation' is transferred to the resit examination period. It is not possible to retake this part.