

# STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)



International School  
*Of* Management

— UNLOCKING KNOWLEDGE —

# COURSE OVERVIEW



It is now a cliché that employees are among the firm's most valued assets; both theory and practice agree on this assertion. Despite that, many practitioners are yet to be mindful of this truism when making decisions that affect employees, human resource practitioners and functions. Studies have shown that human resources remain one of the firm's most vital, irreplaceable, and difficult to manage resources. Increasingly, researchers are arguing that effective management of human resources is one of the few ways in which firms can gain long-term, sustainable competitive advantage. Therefore, there is a rising need for organisations and their HR managers to become more aware of the strategic implications of people management.

This course will focus on an array of timely and important issues confronting the management of human resources both as a field of study and practice. It examines the context of strategic human resource management (SHRM) in Nigeria and develops a framework for the practice, exploring how managers can develop and implement effective and efficient human resource practices that support the strategic objectives of their firms. The course focuses on most of the everyday human resource decisions made by all managers from a strategic perspective.

The topics addressed will be of key interest to managers generally and HR professionals specifically. A major goal of this course will be to show the impact of these important issues on an organization and the strategic role of human resource in the overall management of the organisation. Thus, a major objective for this course is to embed in managers the most current scientific and proven knowledge required to "strategically" manage human resources and develop vital "people" management competencies.

# COURSE AIMS/OBJECTIVES



This course will focus on four key areas

1. How does the management of an organization's human resources contribute to the sustained effectiveness of the organization? This professional programme examines the context of strategic HR and look at employees as "investments" as opposed to costs. A framework and conceptual model for the practice of strategic HR will be explored. It will also investigate trends that are affecting human resource management practice, describe what strategic HR is, and contrast it with more traditional approaches to HR.
2. The learning will include the impact of various approaches to managing human resources, and explore how the effective management of human resources can be a source of sustained competitive advantage. The course will focus on the role of HRM (both as a management skill and as a department) in managing and sustaining the knowledge base of the organization.
3. The programme is designed to examine how firms organise and design human resource systems (i.e., systems to design the structure of HR, motivate employees strategically, evaluate and compensate the people) that facilitate the achievement of strategic corporate objectives.
4. This programme strikes a satisfactory balance between theory and practice. It focuses on strategic human resource decisions made by all managers (e.g., who to hire, how to motivate) rather than on the specialized functions of the human resource department. It is designed to examine the actual practice and implementation of strategic HR through discussion of strategic issues that need to be addressed while developing specific programs and policies related to the traditional functional areas of HR.

# COURSE OUTLINE

This course is organised into ten (10) modules of critical human resource areas including the following;

1. An Investment Perspective of HRM
2. Strategic HR Models and Frameworks
3. Management of Absenteeism and Performance
4. Exploring Mind Mapping for Organisational learning
5. Theory of Psychological Contract of Employment
6. Building "Leaderful" Organisations – Joseph Raelin
7. Strategic Implications of Personality Profiling and Human Psychology
8. Analysis of The Nigerian Labour Law and Relations
9. Understanding Contributory Pension Scheme
10. Case Study on Strategic Human Resource Management



# COURSE OUTLINE (CONT'D)

## Module 1: An Investment Perspective of HRM

Human resource management practitioners and management scholars have long advocated that human resources should be viewed from an investment perspective. Current practices in many organizations also support the treatment of employees as valuable investments recognised by the overall corporate strategy.

However, many organisations especially in the emerging economies still view their employees as variable costs of production, while physical assets are treated as investments. A major implication of this is that when employees are viewed as variable costs, there is little recognition of the firm's contribution to their training or the costs of recruiting and training their replacements. Likewise, there is less incentive to provide training or make other investments in them the employees.

Contemporary management practices indicate that many leading companies have recognized the strategic importance of human resources and have adopted an investment perspective towards these resources. Furthermore, there is greater awareness of the implications of treating employees as variable costs, which is beginning to change views of human resource management practice

Therefore, there is little doubt that organizations will need to invest heavily in their human resources in order to be competitive during the twenty-first century. "To be competitive, organisations in many industries must have highly skilled knowledgeable workers. They must also have a relatively stable labour force, since employees turnover works directly against obtaining the kind of coordination and organisational learning that leads to fast response" Edward Lawler.

## Module 2: Strategic Human Resource Models and their Frameworks

In adopting an organisational model for the human resource (HR) function, the danger is that practitioners are likely to believe that there is a one-size-fits-all approach.

Organisations look for one model that meets all of their needs, or look at external best practice in the other companies they admire to decide what model to apply.

The problem is that every organisation faces a unique set of challenges in terms of scale, culture, maturity, strategy, market, sector, geography, customer needs etc. Each organisation needs to look at its own context and develop a model that meets its own unique challenges. In addition, organisations should recognise that in implementing the model, there are several underlying paradoxes.

In this module, the course not seek to reinvent the existing models but to review how to implement them effectively. There are so many apparently simple HR models that we believe are sound but the understanding of the complexities that lie behind implementing them is very relevant to how organisations can maximise their knowledge of the models.

## Module 3: Management of Absenteeism and Performance

Nowadays, there has been a shift from viewing the term absenteeism solely as a pejorative term to a fresh new perception of dealing with the construct by identifying and addressing the underlying causes or conditions. In the past the term has been associated mainly with the notion of 'malingering' or 'pretending' to be sick but nowadays, the notion of what constitutes absenteeism has changed through the years as employees statutory leave entitlements and authorised company-level leave have become standard policy provisions and global practice.

Furthermore, there is a generic wisdom in profit maximization that "organisations make more money by reducing more of their avoidable cost items". To this end, absence control is a simple but strategic approach that can often be an important step in the process of reducing business costs.

As expected, indiscriminate absence has direct impact on performance, so there is a need for organisations

# COURSE OUTLINE (CONT'D)

to have a robust absence management system that has specific implication for how performance measurement is designed.

There are competitive pressures that have direct or indirect effects on firm's financial positions and companies can no longer afford to carry unnecessary absence that they may have tolerated in the past. Therefore, many companies are focusing on the issue of eliminating, or at least reducing, unnecessary levels of absence.

This module deals with a good number of absence management philosophies, effective methods and examples of ethical approaches.

## **Module 4: Exploring Mind Mapping for Organisational Learning**

Mind mapping represents a powerful aid for stimulating holistic brain ability for thinking (Buzan, 1989). It engages the often inactive right hemisphere of the brain by emphasizing spatial and visual language; it focuses on spurring creative as well as logical thought patterns. Holistic brain thinking has become more desirable in today's business environment as firms must innovate to meet intense competitive pressures.

Survival and growth in the marketplace demand a continuous stream of new and different products and improved processes for creating and delivering value. Integrative and creative thinking requires the process of left-and-right brain thinking to produce synergistic outcomes and effective organisational learning. This is a very desirable strategy for creating dynamic capabilities and positive corporate cultures.

## **Module 5: Theory of Psychological Contract of Employment**

When organizations hire people for employment purposes, there is a part of the contract of employment (written and un-written) which is different from the legal contract but emanates from the expectations of both parties; it is called psychological contract. This is

a cognitive construct that affects employees' attitudes, their work productivity and eventually their performance which in turn contributes to the performance of the organisations that employed them.

This claim has a significant implication for human resource management and organisational development (Schein, 1965, p.11). According to Schein, (1980, p.4), employees forge their expectations from their inner needs, what they have learned from others, traditions and norms which may be operative in their past experiences and many other sources. Therefore, the perception of employees about what other employees or their employers expect of them as a result of the existence of both legal and psychological contracts will often shape the way they behave and perceive their relevance and roles in organisations.

## **Module 6: Building "Leaderful" Organisations – Joseph Raelin**

"Leaderful" practice constitutes a direct challenge to the conventional view of leadership as "being out in front." It is posited that in the 21st century organisations, everyone will need to share the experience of serving as a leader, not sequentially, but concurrently and collectively.

In other words, leaders need to co-exist at the same time and all together. In addition, each member of an organisation is encouraged to make a unique contribution to its growth, both independently and interdependently with others. In this sense, organisational members will aspire to become fervently collaborative, which in turn is derived from their compassion towards other human beings.

Individuals who are "leaderful" have well-developed sense of self, which permits them to develop a deep consideration for others. Thus, this module is based on an exposition which makes the case that the only possible way to lead ourselves out of trouble in management is to become mutual and to share leadership.

# COURSE OUTLINE (CONT'D)

## **Module 7: Strategic Implications of Personality Profiling and Human Psychology**

This module is based on the study and understanding of the Myer Briggs Type Indicator (MBTI) which is regarded as the gold standard in personality profiling and analysis.

An understanding of MBTI type, the MBTI framework supports a far-reaching and lifelong Development Journey which embraces many common challenges in the workplace, and outside it. The MBTI profile reveals how we see and interact with the world, giving insight into our motivation and the motivation of others. This provides a strong foundation for personal growth and development, underpinning enhanced personal effectiveness.

## **Module 8: Analysis of the Nigerian Labour Law and Relations**

The laws which govern employment occupy a position of considerable importance in any modern society. This is so because of the tremendous contributions, which workers can make to the national growth and development as well as general well-being of the society.

Employees like employers have rights both at common law and by statutes but these rights are more pronounced in the labour relations. Rights available to both parties involved in contract of employment will be considered in this module and illustrated with topical examples and cases.

The module will make it possible for each of the parties in the contract of employment to better understand the parameter upon which they will operate within the confines of the law; it will equally show the limit of each party. Some of the remedies available for any breaches in the contract of employment are equally considered in this module.

However, beyond the knowledge of the rights, wrongs and remedies available in the contract of employment, which are not the end or the ultimate purpose of this module, the philosophy and methodologies of maintaining good

and cordial relationship to avoid breaches, lay-offs, lock-out or strike action are considered extensively and advocated for practice.

## **Module 9: Understanding Contributory Pension Scheme**

As managers and HR practitioners, the workings of the contributory pension scheme should be a shared knowledge with the finance and accounts personnel. This module delves into the analysis of the progress of the pension scheme as reported by some peer-reviewed studies, which serve as sources of policy information for government and investment returns for administrators.

Majorly, the areas covered by the scope of this module relates to the design of the Contributory Pension Scheme, its operation and problems, provisions, operational mechanisms and most centrally, the management of contributory fund and its effect on the return on investment for the potential retirees whose future depend on the outcome of the investment and operational decisions made by both the custodians and administrators.

## **Module 10: Case Study**

The final part of the course turns to the appropriateness of incorporating case study method into professional programmes for enhancing rich learning and development. This provides participants with experiential understanding of causal relationships between a set of observable practical variables in a given case or set of cases adopted for this strategic human resource management course.

Case analysis is an empirical study that enables both scholars and practitioners to identify and relate with the theoretical scaffolding existing in the available sets of data, which can be both qualitative or quantitative or combined. Based on the measurable trends and observations in the study, participants will be required to undertake both individual and/or group presentations, which are designed to enrich their experiences and provide them with double-loop learning advantage.

# REGISTRATION & ENQUIRIES

**Duration :** 5 days

**Registration :** N15, 000 (non-refundable)

**Tuition :** N250, 000

**FOR FURTHER ENQUIRIES, PLEASE CONTACT:**

**International School of Management, Lagos**

5 Yesuf Abiodun Street, Oniru, Victoria Island, Lagos.

Tel: 08090890909, 08085369898, 08085369976, 08086815957

Email: registrar@ism.edu.ng

Website: www.ism.edu.ng

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