

## Strategic Human Resource Management 2025

OLAT: <https://lms.uzh.ch/auth/RepositoryEntry/17670242407>

---

### ORGANIZATION

---

<b>Module:</b>	Strategic Human Resource Management
<b>ECTS-Points:</b>	3.0
<b>Lecture:</b>	Monday, 10:15 - 12:00
<b>Language:</b>	English
<b>Lecturers:</b>	Anastasia Sapegina, PhD, <a href="mailto:anastasia.sapegina@unilu.ch">anastasia.sapegina@unilu.ch</a> Delia Meyer, MSc, <a href="mailto:delia.meyer@unilu.ch">delia.meyer@unilu.ch</a>
<b>Guest Lecturers:</b>	Silvana Leasi, Head HR, Luzerner Kantonalbank Ashley Tinner, Regional HR Leader, EMEA MedTech, Johnson & Johnson Nesibe Bruggmann, Head of Learning & Development, Georg Fischer AG Peter Ziswiler, Head Corporate HR, Georg Fischer AG
<b>Exam date:</b>	<b>26.05.2025, 10:15 - 11:45</b> Please note: The final time and date will be communicated by the Dean's office

---

### CONTENT

---

Strategic Human Resource Management (SHRM) links strategic management with human resource management in organizations. Specifically, we discuss how human resource management contributes to implementing an organization's strategy and how it can shape strategy development. By the end of this course, you should be able to think systematically about how internal and external environmental forces and stakeholders shape HRM activities, and you should be able to describe how specific HR practices can be used to increase business effectiveness.

---

### LEARNING GOALS

---

After actively participating in the lectures, you should be able to:

- 1) understand key concepts in SHRM
- 2) assess the contribution of SHRM to an organization's bottom line
- 3) identify the factors that give rise to different ways of managing human resources
- 4) analyze and evaluate HRM imperatives from a strategic perspective
- 5) apply strategic perspectives to HRM using case studies
- 6) critically engage with contemporary research literature on SHRM

# Strategic Human Resource Management 2025

## REGISTRATION

Registration via the e-learning platform [OLAT](#) is required to attend the lecture. Registration is possible from **February 3<sup>rd</sup> - 28<sup>th</sup>, 2025**. The students themselves are responsible for checking the creditability of the course to their course of study.

To acquire credits, resp. to take the examination, registration via [Uni Portal](#) within the examination registration period is ESSENTIALLY REQUIRED. Only those who have registered for the exams on the UniPortal can take part in the exams and earn credits.

Further information on registration: [www.unilu.ch/wf/pruefungen](http://www.unilu.ch/wf/pruefungen)

## PLAN OF THE LECTURES

Date	Contents	Compulsory readings
17.02.2025	Kick-off Strategic Human Resource Management	Paauwe & Boon (2018) Jackson et al. (2014)
24.02.2025	Strategic Human Resource Management	Paauwe & Boon (2018) Jackson et al. (2014)
03.03.2025	No lecture: Güdismontag	
10.03.2025	SHRM: Talent Management I	Wilkinson et al. (2021) Chapter 23 Dries & Kaše (2023)
17.03.2025	SHRM: Talent Management II	Case Study
24.03.2025	Guest Lecture: Strategic HRM @ Luzerner Kantonalbank	
31.03.2025	SHRM: Risks and Retention I	Wilkinson et al. (2021) Chapter 12 Becker & Smidt (2016)
07.04.2025	SHRM: Risks and Retention II	Case Study
14.04.2025	Guest Lecture: Strategic HRM @ Georg Fischer	
21.04.2025	No lecture: Easter Break	
28.04.2025	Guest Lecture: Strategic HRM @ Johnson & Johnson	
05.05.2025	SHRM: New HR Trends and the Future of Work	Wilkinson et al. (2021) Chapters 21 & 24
12.05.2025	SHRM: Compensation I	Wilkinson et al. (2021) Chapter 6 Richbell & Wood (2018)
19.05.2025	SHRM: Compensation II	Arnold & Fulmer (2019)
26.05.2025	Exam (to be confirmed by Dean's office)	

# Strategic Human Resource Management 2025

---

## EXAMINATION FORMAT

---

Written exam (individual work): 100%

---

## COMPULSORY READINGS

---

Selected chapters and articles indicated in the plan of lectures are provided in OLAT by the lecturers:

Arnold, A., & Fulmer, I. S. (2018). Pay transparency. In *The Routledge Companion to Reward Management* (pp. 87-96). Routledge.

Becker, K., & Smidt, M. (2016). A risk perspective on human resource management: A review and directions for future research. *Human Resource Management Review*, 26(2), 149-165.

Dries, N., & Kaše, R. (2023). Do employees find inclusive talent management fairer? It depends. Contrasting self-interest and principle. *Human Resource Management Journal*, 33(3), 702-727.

Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. *Academy of Management Annals*, 8(1), 1-56.

Wilkinson, A., Dundon, T., & Redman, T. (2021). *Contemporary Human Resource Management: Text and Cases*. Sage.

Pauw, J., & Boon, C. (2018). Strategic HRM: A critical review. *Human Resource Management* (pp. 49-73). Routledge.

Richbell, S., & Wood, G. T. (2018). Reward management. *Human Resource Management* (pp. 280-294). Routledge.