

# BMGT8003

# Strategic Human Resource Management (SHRM)

Week 1 – Introduction to SHRM

Teacher **Kaiako**: Maree Hawkins



Te Pūkenga

# Kia Ora – Say Hello to your Neighbour, introduce yourself (Chat for a little bit)

Kia ora

你好

Hello

Nǐ hǎo

नमस्कार

Selamat / Halo

Namaskāra

Kumusta /Kamusta

Min-ga-la-ba shin

Ayubowan



## Karakia Timatanga

Tū tawa mai i runga  
Tū tawa mai i raro  
Tū tawa mai i roto  
Tū tawa mai i waho  
Kia tau ai te mauri tū  
te mauri ora ki te katoa  
Haumi ē, hui ē, Tāiki e!

Come forth from above,  
below, within, and from  
the environment Vitality  
and well being, for all  
Strengthened in unity.



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**TO**  
TOI-OHOMAI



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# Today's plan/ Whakamahere mo te rā

## Part one

- Whakawhanaungatanga (Getting to know each other)

## Part two

- Learning outcomes
- Expectations and Assessments
- Introduction to SHRM

## Part three

- A Brief History of HRM
- Recap and Homework



# Course Values **Wānanga Uara**



Mahi tahi

Work together as a collective



Whanaungatanga

Develop authentic relationships



Manaakitanga

Uplift others through care and support



Ako

Teaching and learning is reciprocal

# First, some health and safety reminders

- Fire alarms are a serious thing
  - Nearest exit
  - Meeting place
- Promoting comfort
- Feeling unwell?



# All about me



My Whakapapa



R. E. WHITE  
1953-1989





# All about you

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Te Pūkenga

## Question? **Pātai?**

Log into Moodle and complete the “introduce yourself” on the Forum located under the week one tab

*(Any difficulties logging in, please let me know)*

Fill in the Name sheet and return to Maree



2-4-8-....

Everyone stand up and find one other person

- Find out something you both have in common
- Now find another pair (and become a group of four)
- Find out something new you all have in common
- Now find another group of four (and become a group of 8)
- Find out something new you ALL have in common
- Now join with another group (to be a group of 16)
- You guessed it... what do you all have in common

# About this paper

# Our learning outcomes

## Whakanui o tatou matauranga

1. Critically analyse HRM theories, models and systems and their evolution  
*(Today's class)*
2. Analyse and discuss historical and current employer-related legislation including HRM contribution to creating a healthy and safe workplace, and Treaty commitments
3. Critically evaluate a range of HRM practices in the work place from recruitment through performance management to dismissal in a New Zealand context
4. Discuss strategic human resource management for competitive advantage as the fit between human resource strategies and organisational strategy  
*(Today's class)*

# My Great Expectations for you...

- Arrive on time for each class (we start at 9.00am!)
- Watch the weekly video of me introducing the topic each week
- Complete all homework and readings on Moodle prior to the weeks lesson
- Leave your phone in your bag and put on silent unless you are using it for research
- Do additional research and reading in your own time (the library has great books)
- Submit assessment work on time, fully proof read and use correct APA (7<sup>th</sup> ed.) reference format for all sources
- Be honest and respectful with me, your work, and classmates
- Keep in contact with me. I'm here to support you.

# Artificial Intelligence (AI) (e.g., Chat GPT) and Academic Integrity

## What is Ok?

- Asking AI to explain complicated terms to you
- Getting help from the library to check your reference format and sentence structure
- Using Studiosity or Learning Facilitators to check your completed work
- Using AI to translate anything you do not understand into your preferred language

## What is not Ok?

- Using AI (or anyone else) to write your assessments for you
- Getting references and sources from AI, they are often incorrect and you need to do your own research and find your own sources
- Citing sources you have not read
- Copying or paraphrasing writing without acknowledging where you got it from

## Questions?

*Any work that has AI detected or other integrity issues will receive 0 marks*

# Assessment due dates and information

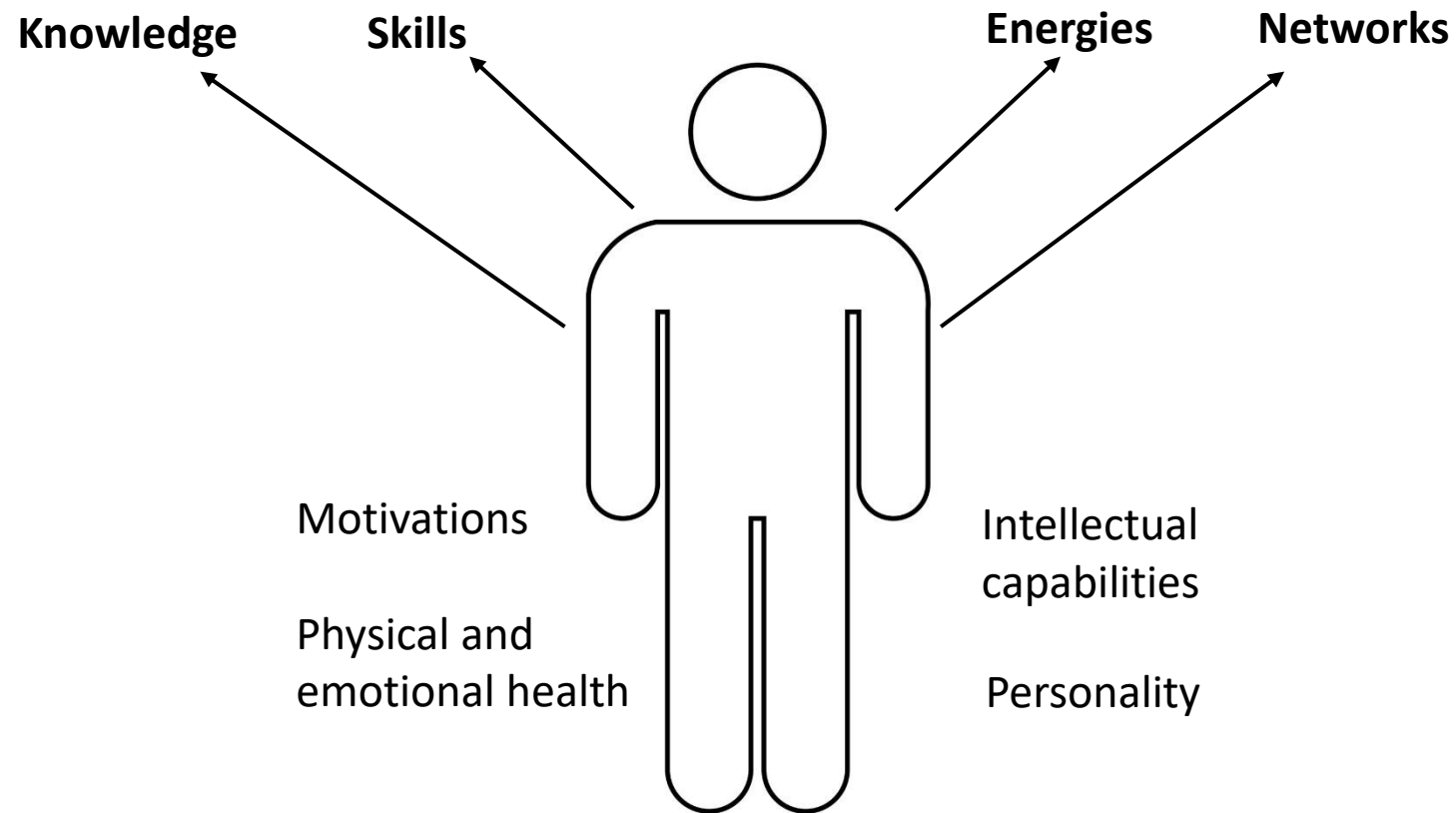
Assessments 1-3	Weighting	Learning Outcomes	Due Date
1. Assignment (Individual)	30%	1 and 4	Sunday 25 August 11.59pm
2a. Online Webinar (Pair)	22.5%	2 and 3	Webinar 6 October 11.59pm Critique 13 October 11.59pm
2b. Written Critique (Individual)	7.5%		
3. Exam (Individual)	40%	1, 2, 3 and 4	Wednesday 20 <sup>th</sup> November at 9.30am



# What are Human Resources?

People are not 'Human Resources'  
People possess 'Human Resources'  
(Boxall & Purcell, 2022, p. 6)

*Human resources are: Talents people can use*



# Knowledge Continuum (bring a pen and paper)

Everyone else arrange yourself in between depending on your knowledge of HRM

If you know absolutely nothing about *Human Resource Management* stand to the left



If you are an expert on *Human Resource Management* stand to the right

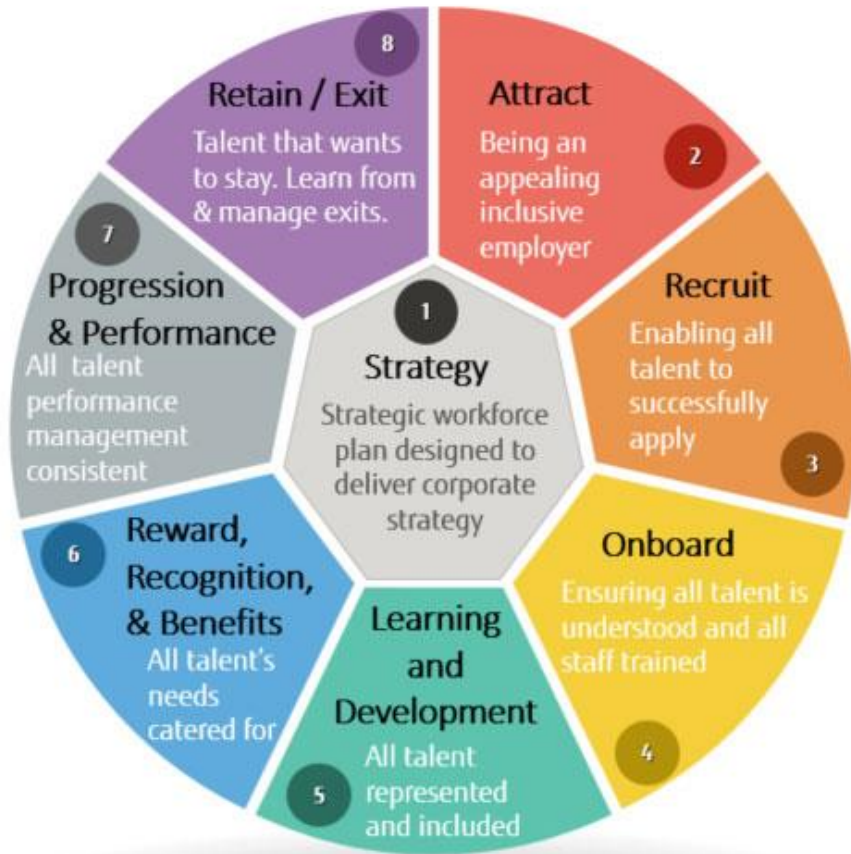


## Question? Pātai?

What does the Human Resource Management Function do?

- *In your pairs write down as many things that you know*
- Now join another pair to make a group of **four people** and share your ideas (see if you can double what each of you came up with initially)
- Now join another pair to make a group of **eight people** and share your ideas (see if you can double what your group came up with)
- Nominate a person to then share one idea from your group  
*(we will go around the room until everyone's ideas are captured)*

# Employee Kaimahi Lifecycle/HRNZ Domains of Knowledge



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- HR Administration
- Policy and Process design
- Diversity, Equity and Inclusion
- Analytics and Data Science
- Employment Relations
- Industrial Relations
- Change Management
- Health, Safety and Wellbeing
- Employee Engagement and Experience
- Workforce Planning
- HR Systems and Technology
- Payroll management
- Leading the HR function
- Organisational Development

So then,  
what is

Strategic  
Human Resources  
Management?

# What is Strategy?

The set of ‘strategic choices’ that is revealed in an organisation's actions and behaviours (Boxall & Purcell, 2022)


- Where the organisation would like to go (Ends)
- How they intend on getting there (Means)
- It is the **process** of turning a declaration of intent into action
  - “This is what we want to do and this is how we intend to do it” (Armstrong, 2016, p. 28)
- However, a strategy by itself is not enough and needs to be supported by a range of activities, i.e., purpose, vision, strategic plan, goals/objectives

## *Assumptions:*

- 1. The set of strategic choices needs to focus on the viability of the organisation*
- 2. It involves making critical choices about ‘talent’ and HRM is therefore very much involved*

# Example: Air New Zealand's Sustainability Strategy (2023)

This is the where they want to go!

Sustainability Framework				
Empowering care of our people, communities, country and planet Te whakakaha i te manaakitanga o te tangata, o te hāpori, o te motu whānui me te ao hoki				
Our priorities	 <p>Caring for New Zealanders Te manaaki i ngā tāngata o Aotearoa</p>	 <p>Climate action He mahinga taiao tūturu</p>	 <p>Driving towards a circular economy Te whai i te ohanga whai hua</p>	 <p>Sustainable tourism He Tāpoi Mau Roa</p>
Our focus areas	<ul style="list-style-type: none"> <li>Care for Air New Zealanders and nurture a diverse, equitable and inclusive workplace</li> <li>Care for our customers and communities</li> <li>Support Aotearoa's social and economic revival</li> </ul>	<ul style="list-style-type: none"> <li>Decarbonisation target and roadmap</li> <li>Customer education and engagement on climate action</li> <li>Strong governance and climate-related disclosures</li> <li>Support biodiversity and native forestry offsetting</li> </ul>	<ul style="list-style-type: none"> <li>Design and procure with a circular mindset</li> <li>Reduce single-use plastics</li> <li>Support new infrastructure and innovation</li> <li>Drive waste minimisation culture and awareness</li> <li>Diversion from landfill</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable tourism thought leadership for Aotearoa</li> <li>Endorse Qualmark</li> <li>Embrace Tiaki Promise and conservation in regions</li> <li>Support regional and Māori tourism</li> </ul>
Our targets	<ul style="list-style-type: none"> <li>Air New Zealand's employee engagement score being in Glint's Global Top Engagement Index<sup>1</sup>.</li> <li>Grow access to and use of employee assistance support tools (including Employee Assistance Programme, Peer Support Network and Bullying and Harassment Contacts).</li> <li>Double our spend with Māori and Pasifika-owned businesses and social enterprises to \$24 million, and double our diverse sourcing relationships to at least 50 suppliers by the end of 2024.</li> <li>Better connecting Aotearoa New Zealand exporters to the world by increasing cargo load factors on our widebody international network to 85%<sup>2</sup> by 2025 (from 67% in 2019).</li> </ul>	<ul style="list-style-type: none"> <li>Set a science-based carbon reduction target.</li> <li>Net zero emissions by 2050.</li> <li>10% of Air New Zealand's total fuel uplift is SAF by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>Removal of 50% of single-use plastic items on our international flights by 2023 from a 2021 baseline. This amounts to the removal of over 28 million forecasted single-use plastic items.</li> <li>65% of total solid waste diverted from landfill by 2023<sup>3</sup>.</li> </ul>	<ul style="list-style-type: none"> <li>Increase annual growth in bookings for Qualmark-awarded operators on Air New Zealand's website by 100% by 2023 from a 2021 baseline.</li> <li>60% of New Zealanders aware of Tiaki Promise by calendar year 2023<sup>4</sup>.</li> </ul>
United Nations Sustainable Development Goals				





# Air New Zealand's Sustainability Strategy (2023)

This is the how they are going to get there

Management has day-to-day responsibility for identifying and managing climate-related risks and opportunities.

Air New Zealand is continuing to build a supplier diversity programme that fosters the development of a supply chain that is representative of both the communities we operate in and our diverse customer base.

In 2023, the airline conducted scenario analysis to identify climate-related risks and opportunities, to test the resilience of the airline's current decarbonisation strategy and to prepare the airline to meet its regulatory obligations under NZ CS.

We have continued to roll out our Frontline Leadership programmes in Cargo, Airports and Engineering & Maintenance, as well as launching an Emerging Leaders programme to build our talent pipeline in Cabin Crew. We piloted a successful programme this year which will be rolled out to all senior leaders, focused on developing personal capacity to lead in an increasingly complex and diverse world. A Senior Women's Network has been established to provide a forum for our women to support each other and learn together, and collectively raise and solve common challenges.



Removal of 50% of single-use plastic items on our international flights by 2023 from a 2021 baseline. This amounts to the removal of over 28 million forecasted single-use plastic items.

**2023 PROGRESS:**

A 52.6 percent reduction in single-use fossil-fuel-derived plastic items across all cabins (56.4 percent reduction across Economy cabin), with over 38 million single-use plastic items removed in 2023.

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# Different definitions – Strategic HRM

“Strategic HRM, or ‘people strategy’, is about creating a coherent planned framework for employees to be hired, managed and developed in ways that supports an organisation’s long-term goals” – *CIPD – UK’s professional body for HR*

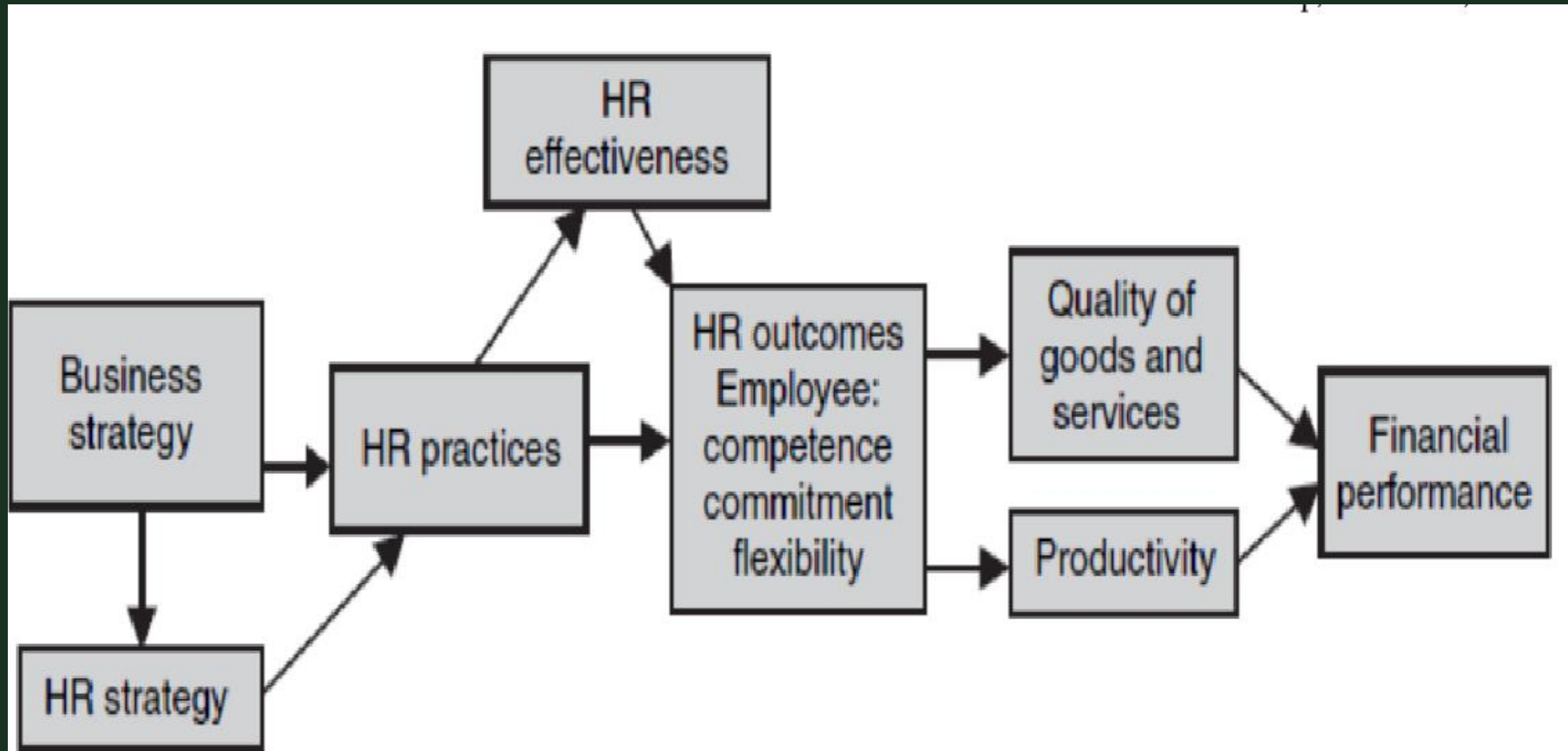
“The choice, alignment, and integration of an organisation’s HRM system so that its human capital resources most effectively contribute to strategic business objectives” (Kaufman, 2015, as cited in Armstrong & Brown, 2019, p. 6 )

“The pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals” (Wright & McMahan, 1992, p. 298)

“SHRM is also about how members of the HR function adopt a strategic approach on a day-to-day basis by ensuring that HR activities support the achievement of corporate strategies” (Armstrong & Taylor, 2023, p. 65).

# SHRM is conceptual (Armstrong & Brown, 2019)

- SHRM is supported by a number of well-established theories
- SHRM provides the framework within which general or specific HR strategies are devised and implemented, and is practiced by members of the HR function in conjunction with line management.



The Relationship between Strategic HRM and Performance (Khan, 2018)

# Evolution of HRM

# Evolution of HR



# Evolution of HRM

**1917-18:** First formal personnel department created to deal with tight labour market, high turnover, waste and inefficiency, widespread strikes, union growth, government intervention, takeovers

**1920's:** HR used to “win” worker cooperation, through ensuring job security and benefits.

**1930'-50's:** “Human Relations” recognises that there are psychological and social influences to worker satisfaction, cooperation, performance; first focus on groups (not teams).

## Evolution of HRM (cont.)

**1960's:** Work design and cooperation in groups, the key to increasing worker motivation. Small work group design leads to greater employee effort, group work provides opportunities for “self-actualization”; work is more interesting and fulfilling.

**1970's:** Quality of Work Life (QWL): emphasis on the value of human resources. PM becomes HR.

**1980's to Present:** Total Quality Management (TQM), reengineering, globalization, strategic HR, new technologies, diversity, contingency models, holistic approaches to HR. HRM models include “high involvement”, “high commitment”, “high performance work system”, “innovative work practices”. HR becomes HRM.



- 1. What is the most useful thing I have learned today?**
- 2. What important questions remain unanswered**

TIME FOR

*reflection*





## Recap – Today's key points

# Recap

- You have **three (3)** assessments for this course (put them in your calendar now!)
- HRM has evolved and changed its focus over the past 120 years
- SHRM is a relatively new concept that was first introduced in the 1980's
- SHRM has a clear focus on the long term success of organisations and provides a variety of models and theories that suggest how this can be achieved



## Homework

- Go onto Moodle and read the Kim et al. (2022) under Week 1 (self-directed learning)
- Add your three (3) interesting points to the forum on Moodle (prior to next weeks class)
- Be prepared to discuss the Kim et al. (2022) article with us next week
- Review the course outline and assessments and bring any questions you may have to class next week

# References

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- Armstrong, M. (2016). *Armstrong's handbook of strategic human resource management*. KoganPage
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- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management*. KoganPage.
- Boxall, P., & Purcell, J. (2022). *Strategy and human resource management* (5<sup>th</sup> ed.). Bloomsbury.
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## Karakia Whakamutunga

Kia whakairia te tapu,  
Kia wātea ai te ara,  
Kia tūruki whakataha ai,  
Kia tūruki whakataha ai,  
Haumi ē, hui ē, tāiki ē.

Restrictions are  
moved aside,  
So the pathway is clear,  
To return to everyday  
activities,  
Join us together,  
bind us together,  
Let it be done.



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