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| **PROGRAM** | **Master of Business Administration** |
| **SEMESTER** | **4** |
| **COURSE TITLE** | **Strategic Human Resource Management** |
| **COURSE CODE** | **04MB0412** |
| **COURSE CREDITS** | **03** |
| **COURSE DURATION** | **42 Hours (42 sessions of 60 minutes each)** |

**Course Outcomes:**

* To understand the transformation in the role of Strategic Human Resource Management
* To identify the linkages between SHRM functions and operations and organizational strategies, structures, and culture.
* To understand the factors of change in the political, social, environmental and the economic scenarios that has transformed the role of HR functions from being a support function to strategic function.
* To reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of SHRM.
* To identify the role of HRM in a global perspective.

**COURSE CONTENTS:**

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| **Unit No** | **Unit / Sub Unit** | **Sessions** |
| I | **Strategic management of Human resources:** An introduction, The Evolving strategic role of HRM, Strategic HR Vs Traditional HR, Barriers to strategic HR, Models of SHRM, Business strategy- An introduction to market driven strategy, Resource driven strategy, Strategic Human resource system- its macro and micro dimensions. Case Studies. | 08 |
| II | **Strategic Planning, Recruitment & Selection:** Strategic HRP - Activities related to Strategic HR planning, Integration of HR plan & Business Plan, Strategies for managing employee shortage and Surpluses Strategic approach to recruitment and selection(Online recruitment; Employee referrals; Recruitment process outsourcing, Head hunting; Flexi timing; Telecommuting, Quality of work life; Methods of recruiting. Selection - Selection Process, Interviewing, Types of selection test, Strategic Outsourcing. Case Studies | 08 |
| III | **Strategic Training and Development: Strategic Training**, Meaning, Process and Methods **Strategic development of human resources:** Management Development – Meaning, Methods, Differences between Training and Development **Strategic management of performance**: Meaning, Need and Process, Performance Appraisal Methods, Case Studies | 08 |
| IV | **Strategic Compensation & Reward Management:** Performance based pay; Skill based pay; Team based pay, Broad banding; Profit sharing; Executive Compensation; Variable pay, Strategic Reward & Recognition. Strategic Industrial Relations & Collective Bargaining. Case Studies | 08 |
| V | **Organization Culture and Strategic Global HRM:** Managing Strategic Change, Organizational Culture, Role of HR In Knowledge Management and Learning Organization, Strategic Leadership, Work - life balance, Talent Management, Glass ceiling and Gender Equality, HR In Global Perspective. Case Studies | 08 |

**Evaluation:**

**The students will be evaluated on a continuous basis and broadly the scheme given below will be followed:**

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|  | **Particulars** | **Weight age** |
| A | Continuous Evaluation Component (Assignments / Presentations/ Quizzes / Class Participation/ etc.) | 20% (C.E.C.) |
| B | Internal Assessment | 30% (I.A.) |
| C | End Semester Examination | 50% (External Assessment) |

**SUGGESTED READINGS:**

**Text Books:**

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| **Sr.No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition & Year of**  **Publication** |
| **T-01** | Pulak Das | Strategic HRM | Cengage Learning | Latest |
| **T-02** | Jeffery Mello | Strategic HRM | Thompson publication, New Delhi | 5TH Edition |
| **T-03** | Charles Greer | Strategic HRM | Pearson education Asia, New Delhi | 2nd Edition |
| **T-04** | Michael Armstrong | Strategic HRM | Kogan page, London, | 2nd Edition |

**Reference Books**:

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| **Sr.No** | **Author/s** | **Name of the Book** | **Publisher** | **Edition and Year of**  **Publication** |
| **R-01** | Tanuja Agarwala | Strategic Human Resource Management | Oxford University Press , Latest publication | 4th Edition |
| **R-02** | S.K. Bhatia | Strategic Human Resource Management: Winning Through People: Concepts, Practices And Emerging Trends | Deep & Deep Publications, New Delhi, Latest publication | 2nd Edition |
| **R-03** | Dhar Ravishankar | HRD Skills For Organizational Excellence, | Excel (Publications), | 1st Edition |