



SYMBIOSIS COLLEGE OF ARTS & COMMERCE

An Autonomous College | Under Savitribai Phule Pune University

Reaccredited 'A+' with 3.51 CGPA For Third Cycle By NAAC | College with Potential for Excellence

COURSE TITLE	Strategic Human Resource Management
Paper Number	V

Course Learning Outcomes:

On successful completion of the module students will be able to:

1. Be able to establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.
2. Be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioral perspective and cybernetic systems.
3. Be able to identify the Non-Strategic HR practices which derive from institutional and political forces within the firm as well as outside the firm and the negative impact of such practices on firm performance.

Gist of this course in maximum 3 to 4 lines

It is designed to acquaint the learners with the tools & techniques essential as a strategic contribution of HRM to organizational growth.

Detailed syllabus

Unit	CONTENTS OF THE COURSE	No. of Lectures
1.	<p><u>Title of the Topic:</u> Introduction to Strategic Human Resource Management</p> <p>1.1. Definition, need, importance of Strategic Human resource management 1.2. A shift from Traditional HRM to Strategic HRM 1.3. Linking HR strategy with business strategy 1.4. Challenges of Strategic HRM</p>	10
2.	<p><u>Title of the Topic:</u> Human Resource Environment</p> <p>2.1. Cross Cultural Management 2.2. Workforce Diversity 2.3. Change in Employment Relationship: <ul style="list-style-type: none"> • Temporary and Contract Labour • Nepotism • Headhunting • Assessment Center 2.4 Role of an HR in CSR</p>	10
3.	<p><u>Title of the Topic:</u> Competency and Potential Development</p> <p>3.1. What are competencies? Competency mapping, Potential Development 3.2. The concept and Importance of Talent management, Attracting and retaining Talent</p>	12

	3.3. Career Planning – Organizational centered career planning, individual centered career planning 3.4. Succession planning – Elements of succession planning, Challenges of Succession planning	
4.	Title of the Topic: Strategic Human resource management issues: 4.1. Employee engagement, Investment in Training and Development, Learning organization, Skill based pay, Variable pay, 4.2. HR outsourcing, Factors driving the need to outsource, Stages of outsourcing, 4.3. Understanding retrenchment and redundancy	10
5.	Title of the Topic: Global dimensions: 5.1. Global competitive advantage, 5.2. Employer branding and Employee Value proposition 5.3. Benchmarking and Balanced scorecard 5.4. HR audit 5.5. Global ethical environment 5.6. Cases related to Strategic HRM	12
	Total Number of Lectures	54

Learning Outcomes:

As a result of taking this course, the student should be able to:

1. Analyze the strategic role of human resource management in a competitive environment and evaluate the relationship between human resource management and organizational performance. (analysis and evaluation)
2. Analyze and integrate the human resource management functions of job analysis, human resource planning, recruitment and selection, performance management, training and development, compensation and benefits, employee relations, maintenance and separation, and human resource information systems and assess their contribution to organizational effectiveness. (analysis, synthesis and evaluation)
3. Synthesize and apply knowledge in human resource management to contemporary organizations. (synthesis and application)

Suggested Reference Books:

1. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
2. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
3. Luis R. Gomez-Mejia, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
4. Peter J. Dowling, Denice E. Welch, Randall S. Schuler, International Human Resource Management, Thomson South-Western, 2002.