

K L University
K L University Business School
Course Handout for 2nd Year MBAPROGRAM
A.Y.2017-18, 2nd Semester

Course Name : Strategic Human Resource Management

Course Code : 15 MB 62 H5

L-T-Pstructure : 3 0 0

Course Credits : 3

Course Coordinator : Dr A VS KAMESH

Course Instructor : Dr A V S KAMESH

Course Teaching Associates : Nil

Course Objectives: The objective of the course is to develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations. The course is designed to provide linkages of Business Strategy to HR Strategies – Policies & Systems. Provides insights on how to develop and formulate strategies and programs to introduce and sustain competitive HR advantage in organizations. Focuses on the best practices, tools and models to implement an effective HRM system.

Course Rationale: The course is intended to develop students as HR business partners in Business Organizations by playing the role strategic partners through implementation of HR policies and systems to provide competitive advantage.

Course Outcomes (CO):

CO No:	CO	SO	BTL
1.	Ability to integrate HR with the business strategy	b	2
2.	Scientific training of HR Planning practices	b,c	3
3.	Competency to enhance employee development	b,c	3
4.	Rational ability to manage performance strategically and Competency to implement global HR practices	b, c	3

COURSE OUTCOME INDICATORS:

CO No.	COI-1	COI-2	COI-3
1	Understand the Perspectives of HRM	Analyze Business and corporate strategies	Integration of strategy and HRM
2	Understand Strategies for HRP	Analyze Forecasting techniques	Planning HR utilization
3	Understand Strategic T&D Managing performance	Analyze T & D	Designing performance systems Designing compensation systems
4	Understanding the Restructuring of workforce	Analyze Strategies for layoff and downsizing & retention	Evaluate Strategic HR issues

SYLLABUS (As approved by BoS): MBA, 2015-16 Regulations

Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure – Management Trends- Demographic trends – Trends in the utilization of human resources. **Integrating Strategy and Human Resource Planning** - The strategic role of Human Resource Planning, Selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices. **Strategy for Employee Development** – Planning and strategizing training- Integrating training with performance management systems and compensation- Developing management training and development for competitive advantage-The strategic training of employees model. **Performance Management** – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems. **Employee separation** – Reductions in workforce- Lay off, Downsizing, -Strategies for responsible restructuring, Strategic management of turnover and retention, Retirement Global HRM – Strategic HR Issues in global assignments.

BoS Approved Text books:

1. Charles R. Greer, Strategic HRM, Pearson education Asia, New Delhi, 2007

BoS Approved Reference Books:

1. Michael Armstrong, Strategic HRM, Kogan page, London
2. John Storey, Patrick M. Wright and Dave Ulrich, "The Routledge Companion to Strategic Human Resource Management", 2009, Routledge
3. Jeffery Mello, Strategic HRM, Thompson publication, New Delhi.

Other Books, References: (As recommended for reference by the course team, if any): NIL

Deviations (if any) from B o S approved syllabus and the topics planned: NIL

COURSE DELIVERY PLAN:

Sess. No.	CO	COI	Topic (s)	Teaching-Learning Methods	Evaluation Components
1.	1	1	The concept of strategy	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
2.	1	1	The concept of strategic human resource management	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
3.	1	1	Human Resource Investment Considerations	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
4.	1	1	Purpose of HR strategies, Criteria for an effective HR strategy	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
5.	1	2	The strategic role of HR	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
6.	1	2	Technology And Organizational Structure	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
7.	1	3	Midwest Education, Inc.: An International Human Resource Management Case Study, by Arthur K. Fischer, Journal of Business Case Studies – First Quarter 2005 Volume 1, Number 1	Case Discussion	In-sem (Test-1) and ES
8.	2	1	Integration of Strategy and Human Resource Planning	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
9.	2	1	The Strategic Role and Overview of Human Resource Planning, Managing issues in Planning	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
10.	2	2	Selecting Forecasting Techniques	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
11.	2	2	Forecasting the Supply of Human Resources, Demand for Human Resources	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
12.	2	2	Efficient Utilization Of Human Resources, Dealing With Employee Shortages	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
13.	2	2	Selection Of Employees, Dealing With Employee Surpluses, Special Implementation Challenges	Lecture by ppt and Q&A	In-sem (Test-1)Q&A and ES
14.	2	3	Strategic Recruiting: A Human Resource Management Case Study, by Lynn M. Murray, Arthur K. Fischer, Journal of Business Case Studies – November/December 2010 Volume 6, Number6	Case Discussion	In-sem (Test-1) and ES
15.	3	1	Strategic training and development, Raymond A. Noe and Michael J.Tews	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
16.	3	1	Compensation , Barry Gerhart	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
17.	3	1	Compensation , Barry Gerhart	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
18.	3	2	Strategic performance management: Issues and trends, Manuel London and Edward M. Mone	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
19.	3	2	HR competencies that make a difference, Wayne Brockbank and Dave Ulrich	Case Discussion	In-sem (Test-2) and ES

20.	3	2	HR competencies that make a difference, Wayne Brockbank and Dave Ulrich	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
21.	3	3	Dell Computers: Competing Toward Decline? By James Grinnell, Cristina Muise, <i>Journal of Business Case Studies</i> – May/June 2010 Vol 6, No. 3	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
22.	3	3	Strategically Oriented Performance Measurement Systems	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
23.	3	3	Strategically Oriented Performance Measurement Systems	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
24.	3	3	Strategically Oriented Compensation Systems	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
25.	3	3	Strategically Oriented Compensation Systems	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
26.	3	2	Employee Development	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
27.	3	2	Individual High-Performance Practices, Limitations Of Individual Practices	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
28.	3	1	Evolution Of Practices, Systems Of High-Performance Human Resource Practices, Individual Best Practices Vs. Systems Of Practices	Case Discussion	In-sem (Test-2) and ES
29.	3	2	Universal Practices Vs. Contingency Perspectives	Lecture by ppt and Q&A	In-sem (Test-2)Q&A and ES
30-31	3	3	The Well-Paid Receptionist, by, Roland B. Cousins, <i>Case Research Journal</i> , 1992	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
32.	3	3	Kerstin Berger, by Maury Petperl, IMD – International Institute for Management, 2007	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
33.	4	1	Lay off, Downsizing	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
34.	4	1	New organizational structures and forms, John Storey	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
35.	4	2	Retention strategy	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
36.	4	2	The changing context for HR, Tamara J. Erickson	Case Discussion	In-sem (Test-3) and ES
37.	4	2	The next evolution of the HR organization, Dave Ulrich, Jon Younger and Wayne Brockbank	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
38.	4	2	Managing human resources in India, Pawan S. Budhwar	Lecture by ppt and Q&A	In-sem (Test-3)Q&A and ES
39.	4	3	The effect of organizational change on managers' experience of their working lives, Les Worrall and Cary L. Cooper	Lecture by ppt and Q&A	End Exam
40-41	4	3	Linking human resource management and customer outcomes, David E. Bowen and S. Douglas Pugh	Lecture by ppt and Q&A	End Exam
42-43	4	3	Balancing Company Policies And Employee Needs: A Human Resource Management Case Study, By, Arthur K. Fischer, Jeremy L. Houser, <i>Journal of Business Case Studies</i> – April 2008 Volume 4, Number 4	Case Discussion	End Exam
44-45	4	3	Susan's Career Dilemma At MGR, LLC By, Anthony J. Mento, Jeffrey L. Cummings, <i>Journal of Business Case Studies</i> – November/December 2011 Volume 7, Number 6	Case Discussion	End Exam

Session wise Teaching – Learning Plan

Session Number: 1

Session Outcome: Student able to understandThe concept of strategy

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	The concept of strategy	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 2**Session Outcome: Student able to understandThe concept of strategic human resource management**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	The concept of strategic human resource management	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 3**Session Outcome: Student able to understand Human Resource Investment Considerations**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Human Resource Investment Considerations	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 4**Session Outcome: Student able to Understand HR Strategies.**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Purpose of HR strategies, Criteria for an effective HR strategy	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 5**Session Outcome: Student able to assess The strategic role of HR.**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	The strategic role of HR	2	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 6**Session Outcome: Student able to understand Technology And Organizational Structure**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Technology And Organizational Structure	2	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 7**Session Outcome: Student able to solve the case pertaining to the topics covered so far**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Case reading
25	Midwest Education, Inc.: An International Human Resource Management Case Study, by Arthur K. Fischer, Journal of Business Case Studies – First Quarter 2005 Volume 1, Number 1	3	Case analysis
10			Presentation
05			Interaction

Session Number: 8**Session Outcome: Student able to Integrate Strategy and Human Resource Planning**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Integration of Strategy and Human Resource Planning	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 9**Session Outcome: Student able to strategize HRP**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	The Strategic Role of Human Resource Planning	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 10**Session Outcome: Student able to Forecasting HR**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Selecting Forecasting Techniques	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 11**Session Outcome: Student able to Forecasting the Supply of Human Resources.**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Forecasting the Supply of Human Resources	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 12**Session Outcome: Student able to Utilize Human Resources, Dealing With Employee Shortages**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Efficient Utilization Of Human Resources, Employee Shortages	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 13**Session Outcome: Student able perform Selection of Employees, Employee Surpluses**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Selection of Employees, Employee Surpluses	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 14**Session Outcome: Student able to solve case study**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Case reading
25	Strategic Recruiting: A Human Resource Management Case Study, by Lynn M. Murray, Arthur K. Fischer, Journal of Business Case Studies – November/December 2010 Volume 6, Number6	3	Case analysis
10			Presentation
05			Interaction

Session Number: 15**Session Outcome: Student able to train and develop the employees**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Strategic training and development, Raymond Noe and Michael J.Tews	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 16-17**Session Outcome: Student able understand Strategic Compensation**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Compensation , Barry Gerhart	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 18**Session Outcome: Student able to plan performance management for an employee**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Strategic performance management: Issues and trends	2	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 19-20**Session Outcome: Student able to assess HR Competencies.**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	HR competencies that make a difference, Brockbank and Dave Ulrich	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 21**Session Outcome: Student able to solve case study**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Case reading
25	Strategic Recruiting: A Human Resource Management Case Study, by Lynn M. Murray, Arthur K. Fischer, Journal of Business Case Studies – November/December 2010 Volume 6, Number6		Case analysis
10		3	Presentation
05			Interaction

Session Number: 22-23**Session Outcome: Student able to develop performance measurement systems**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Strategically Oriented Performance Measurement Systems	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 24-25**Session Outcome: Student able to develop compensation plan.**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Strategically Oriented Compensation Systems	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 26**Session Outcome: Student able to assess Employee Development**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Employee Development	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 27-28**Session Outcome: Student able to improve high performance teams**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Individual High-Performance Practices	2	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 29**Session Outcome: Student able to understand Universal Practices Vs. Contingency Perspectives**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Universal Practices Vs. Contingency Perspectives	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 30-31**Session Outcome: Student able to solve case study**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Case reading
25	Strategic Recruiting: A Human Resource Management Case Study, by Lynn M. Murray, Arthur K. Fischer, Journal of Business Case Studies – November/December 2010 Volume 6, Number6	3	Case analysis
10			Presentation
05			Interaction

Session Number: 32**Session Outcome: Student able to implement performance plan**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Kerstin Berger, by Maury Petperl, IMD – International Institute for Management, 2007	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 33**Session Outcome: Student able to know Lay off, Downsizing**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Lay off, Downsizing	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 34**Session Outcome: Student able to develop organizational structures**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	New organizational structures and forms, <i>John Storey</i>	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 35**Session Outcome: Student able to retain employees**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	Retention strategy	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 36**Session Outcome: Student able to understand change management**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	The changing context for HR, <i>Tamara J. Erickson</i>	1	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 37**Session Outcome: Student able to develop next generation of HR organization**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	The next evolution of the HR organization, <i>Ulrich, Jon and Wayne</i>	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 38**Session Outcome: Student able to manage HR in organization**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Managing human resources in India, <i>Pawan S. Budhwar</i>		Lecture
10	Q & A	3	Interaction
05	Revision		Interaction

Session Number: 39**Session Outcome: Student able to implement organizational change**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Lecture
25	The effect of organizational change on managers' experience of their working lives, <i>Les Worrall and Cary L. Cooper</i>	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 40-41**Session Outcome: Student able to link HRM to customer outcomes**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Introduction		Lecture
25	Linking human resource management and customer outcomes, <i>David E. Bowen and S. Douglas Pugh</i>	3	Lecture
10	Q & A		Interaction
05	Revision		Interaction

Session Number: 42-43**Session Outcome: Student able to solve case study**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Case reading
25	Strategic Recruiting: A Human Resource Management Case Study, by Lynn M. Murray, Arthur K. Fischer, Journal of Business Case Studies – November/December 2010 Volume 6, Number6	3	Case analysis
10			Presentation
05			Interaction

Session Number: 44-45**Session Outcome: Student able to solve case study**

Time(min)	Topic	BTL	Teaching – Learning Method
10	Revision		Case reading
25	Strategic Recruiting: A Human Resource Management Case Study, by Lynn M. Murray, Arthur K. Fischer, Journal of Business Case Studies – November/December 2010 Volume 6, Number6	3	Case analysis
10			Presentation
05			Interaction

EVALUATION PLAN;

Evaluation Component	Weightage/ Marks	Date	Duration (Hours)	CO 1			CO 2			CO 3			CO 4		
COI Number				1	2	3	1	2	3	1	2	3	1	2	3
BTL				1	1	2	2	2	2	2	2	3	1	2	3
Test 1	Weightage (10%)		90 mins	2	2	6									
	Max Marks (20)			4	4	8									
Test 2	Weightage (10%)		90 mins				2	2	6						
	Max Marks (20)						4	4	8						
Test 3	Weightage (10%)		90 mins							2	2	6			
	Max Marks (10)									4	4	8			
Active Learning	Weightage (15%)			Reading Seminar											
	Max Marks (15)														
Attendance	Weightage (5%)			Attendance											
	Max Marks (5)														
Semester End Exam	Weightage (50%)		180 mins	2	4	3	2	4	3	2	4	4	4	6	12
	Max Marks(50)			2	4	3	2	4	3	2	4	4	4	6	12
	Question Number			1	2-7	8	1	2-7	8	1	2-7	8	1	2-7	8

Course Team members, Chamber Consultation Hours and Chamber Venue details:Only Subject Teacher

S.No.	Name of Faculty	Chamber Consultation Day(s)	Chamber Consultation Timings for each day	Chamber Consultation Room No:	Signature of Course faculty
1	Dr AVS Kamesh	Monday (4 months-@3 Wednesdays= 12 Days	5 P.M to 7 P.M- 2 hours		

Signature of COURSE COORDINATOR:


Hari Kiran Vege,

Recommended by HEAD OF DEPARTMENT:

Assoc. Dean-TLP

 for **Approved By: DEAN-ACADEMICS**

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