

MASTER OF COMMERCE - THIRD SEMESTER
STRATEGIC HUMAN RESOURCE MANAGEMENT

Code: **HC 3.4**

Contact Hours: 64

Credit Points: 4

Evaluation: Continuous Internal Assessment – **30 Marks**
Semester-End Examination – **70 Marks**

Univ Code:

Work load: **4 hours per week**

Objective : To delineate the concepts and characteristics of SHRM, its relationship with business strategies of the organization, its several models with their effects on Core HR functions and the relationship between SHRM and Organization's Structure, Strategy, Culture and Policies.

Pedagogy: Lectures, Case Analysis, Seminars, Group Discussion and Assignment.

Module 1: Introduction: Meaning, Definitions, Evolution of SHRM, Strategic HR vs. Traditional HR, Key factors in Strategic Human Resource Management, Role of HR in Strategic Planning. Strategic Formulation, and Implementation, External context of strategic HRM, Organisational context of SHRM, barriers to strategic HR.

Module 2: Strategic Fit Frameworks: Linking business strategy and HR strategy, HR bundles approach, best practice approach, business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance, sustained competitive advantages through inimitable HR practices.

Module 3: Strategic Staffing: Recruitment and Selection Strategies, aims of recruitment and selection, performance management systems, strategic rewards systems, strategic aspects of payment, job evaluation, incentives, pensions and benefits, Strategic Human Resource Development, Training and developing competencies, Learning and development, Career development.

Module 4: Strategic Options and HR decisions: Rightsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off-Shoring

Module 5: International Strategic Human Resource Management: Concept, Expatriation and Repatriation strategies, Global sourcing, Global training and development, Peculiarities of global strategic management, value creation, Global strategic management process, MNC's business strategies and HRM strategies.

Recommended Books:

1. P. Subba Rao, **International Human Resource Management**, Himalaya Publishing House, New Delhi

2. Alan Nankering, Robert Crompton and Marian Biard, **Strategic Human Resource Management**
3. Michael Armstrong, **A Handbook of Human Resource Management Practice**
4. Mello, J. A., **Strategic Human Resource Management**
5. Baron et. al., **Strategic Human Resources**
6. Cascio, W. A., **Managing Human Resources**