



Kot Bhalwal, Jammu



Model Institute of Engineering
& Technology (Autonomous)
Course Handout

COURSE HANDOUT

STRATEGIC HUMAN RESOURCE MANAGEMENT (MBA-331)

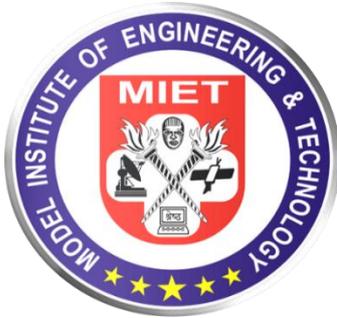
MBA-3rd SEMESTER

ACADEMIC YEAR (2024-25)

Dr Deeksha Singh

Assistant Professor

School of Management



School of Management

Model Institute of Engineering & Technology (Autonomous)

Kot Bhalwal, Jammu - 181122

www.mietjmu.in



Dr. Arun K. Gupta Teaching-Learning Centre

Version 1.1



Please Do Not Print Unless Necessary



S. No.	Course Code	Course Name	Course Type	Cd	L	T	P	Marks		
								Sessional	Final Exam	Total
1	MBA-331	Strategic Human Resource Management	Elective	4	4	0	0	30	70	100

COURSE OUTCOMES:

At the end of the course the student will be able to:	
CO1	Describe the various models, theories and implications related to Strategic Human Resource Management.
CO2	Examine the changing global human resource environment.
CO3	Articulate the HR strategic planning process in organizations.
CO4	Illustrate the latest HR strategies followed globally
CO5	Analyze the various strategic tools for personnel performance evaluation and benchmarking.

Detailed Syllabus

Section A

UNIT I: Strategic Human Resource Management: Concept, Need, Importance, Process, Issues and Challenges, Implications of Strategic Human Resource Management; Evolutionary stages of Strategic Human Resource Management; Models and Theories of Strategic Human Resource Management; Integrating HR Strategy with Business Strategy. **(10 Hrs)**

UNIT II: Global Human Resource Environment: Environment Trends and Human Resource Challenges: Business environment: Globalization and increased competition, Mergers and Acquisitions and Downsizing; Changing nature of work: Industry and Occupational Fits, Technology, Outsourcing and Flexible work arrangements; Demographic, Societal and Workforce Trends: Workforce Diversity; Changing nature of Employment Relationship. **(10 Hrs)**

UNIT III: Strategic HR Planning: HR Strategy and HR Planning Strategic Recruitment and Selection; Reward and Compensation Strategies; Training and Development Strategies. **(9 Hrs)**

Section B

UNIT IV: HR Strategies and International HRM:

Performance Management Strategies, Retention Strategies; Retrenchment Strategies, HR Strategies in multinational, global and transnational companies; Mergers and Acquisitions; Competitive Advantage. **(9 Hrs)**

UNIT V: Developing HR as Strategic Value addition Function: Scope of evaluation; General Approaches to HR Evaluation: Stakeholder, Analytical and Business Consulting Approach; Contemporary approaches to HR Evaluation: Strategic Human Resource Audit, Benchmarking, Balanced Scorecard, Competency Mapping; HR Process Restructuring, Virtual Organizations, Emotional Intelligence. **(10 Hrs)**

Textbooks

S. No	Name of the Books	Name of Author	Publisher Name	Edition (Pub. Yr.)
1	Strategic Human Resource Management	Sharma A and Khandekar A	Sage Publication	1 st (2006)
2	Strategic Human Resource Management	Armstrong,M	Kogan Page Publishers	7 th (2022)

Reference Books

S. No.	Name of the Books	Author	Publisher	Edition(Pub. Yr.)
1	The HR Value Proposition,2005	Ulrich,D and Brock bank, W.	Boston:Harvard Business School Press	2 nd (2005)





COURSE PLAN		
Unit-I Strategic Human Resource Management		
S.No	Topics	Recommended Books
1	Concept, Need, Importance;	Book 1, Ch.1
2	Process, Issues and Challenges	Book 1, Ch.1
3	Implications of Strategic Human Resource Management;	Book 1, Ch.1
4	Evolutionary stages of Strategic Human Resource Management;	Book 1, Ch.2
5	Models of Strategic Human Resource Management	Book 3, Ch.1
6	Theories of Strategic Human Resource Management	Book 3, Ch.1
7	Integrated HR and Corporate Strategy and Systems.	Book 1, Ch.1
Unit-II Global Human Resource Environment		
8	Forces in Changing HR	Book 1, Ch.2
9	Technology and Structure;	Book 1, Ch.2
10	Workforce Diversity	Book 1, Ch.2
11	Demographic Changes;	Book 1, Ch.2
12	Temporary Contract Labour;	Book 1, Ch.2
13	Outsourcing	Book 1, Ch.2
14	WTO	Book 1, Ch.2
15	Labour Standards.	Book 1, Ch.2
Unit-III Strategic Planning		
16	SBU Planning	Book 2, Ch.4
17	HR Strategy and HR Planning	Book 2, Ch.4
18	Strategic Recruitment and Selection	Book 2, Ch.5
19	Reward and Compensation Strategies	Book 2, Ch.8
20	Training Strategies	Book 2, Ch.6
21	Development Strategies	Book 2, Ch.6
Unit-IV Performance Management Strategies		
22	Performance Management Strategies	Book 2, Ch.7
23	Retention Strategies	https://www.forbes.com/advisor/business/employee-retention-strategies/
24	Retrenchment Strategies	https://thestrategystory.com/blog/what-is-a-retrenchment-strategy-explained-with-types-examples/ Book 3, Ch.8
25	HR Strategies in multinational	https://innovationinsider.info/international-vs-transnational/
26	Global and Transnational companies	https://www.wegot.com/blog/transnational-strategy
27	Mergers and Acquisitions	https://www.youtube.com/watch?v=DQVpD9Lpg88
28	Competitive Advantage	https://hrmhandbook.com/hrm/strategy/competitive-advantage/ Book 3, Ch.12



Unit-V Strategic Human Resource Audit		
29	Evaluating and benchmarking HR functions	https://www.aihr.com/blog/hr-benchmarking/
30	Balanced Scorecard	https://www.investopedia.com/terms/b/balancedscorecard.asp
31	Competency Mapping	https://www.youtube.com/watch?v=qZ9aAKSIdmM
32	HR Process Restructuring	https://hr.uw.edu/ops/workforce-reduction-strategies/organizational-restructuring/
33	Virtual Organizations	https://www.youtube.com/watch?v=Hsovj2jPNPA
34	Emotional Intelligence	https://www.researchgate.net/publication/335433492_EMOTIONAL_INTELLIGENCE_AN_OVERVIEW

ADDITIONAL WEB RESOURCES

1.	Course Pack on Strategic Human Resource Management created on Harvard Business Publishing https://hbsp.harvard.edu/coursepacks/1191253
2.	NPTEL: Video lectures on Strategic Human Resource Management Lecture series by IIT Bombay https://archive.nptel.ac.in/courses/110/101/110101164/#

GRADING AND ASSESSMENT

- **Sessional Test:** 15 marks
- **Assignment:** 10 marks
- **Attendance:** 5 marks
- **Final Examination:** 70 marks

COURSE POLICIES

- **Attendance:** Minimum 75% attendance is mandatory to appear in the final examination of the course.
- **Academic Integrity:** MIET's academic integrity policies apply. Plagiarism will not be tolerated.
- **Late Submissions:** Assignments and projects must be submitted by the specified timelines.

FACULTY INFORMATION

- **Office Hours**
Monday (12:05 PM - 12:55 PM)
Friday (12:05 PM - 12:55 PM)
- **Contact Information**
deeksha.mba@mietjammu.in