

NIRMA UNIVERSITY
Institute of Management
Master of Business Administration (Full Time) Programme/
Integrated Bachelor of Business Administration-Master of Business
Administration Programme /
Master of Business Administration (Family Business & Entrepreneurship)
Programme

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Course Code	MFT5SEHR13 MBM5SEHR13 MFB5SEHR15
Course Title	Strategic Human Resources Management

Course Learning Outcomes:

At the end of the course students will be able to:

1. Explain the strategic role of specific HR systems
2. Identify the relationship of HR strategy with overall corporate strategy
3. Select SHRM models in the context of changing forms of organisation
4. Distinguish between the strategic approach to human resources and the traditional functional approach.

Syllabus

Teaching Hours

<p>Unit I: Introduction to Strategic HRM</p> <ul style="list-style-type: none"> • Business Strategy and Organizational Capability • Origin and meanings of strategic HRM • Conceptual Framework of strategic HRM • models of strategic HRM • development & delivery of HR strategies • challenges in strategic human resource management • impact of strategic HRM • SHRM for competitive advantage 	05
<p>Unit II: Strategizing HR systems</p> <ul style="list-style-type: none"> • Human Resource Planning and staffing • Design and redesign of work systems • Training and development • Managing individual performance and feedback • Employee separation, Career Management Systems • Employee Relations and Engagement • Knowledge Management 	10
<p>Unit III: Change, Restructuring and SHRM</p> <ul style="list-style-type: none"> • On issues of law, morals, sexual harassment and discrimination; • Culture strategy change • Competency- Organizational learning and knowledge management; • Restructuring- Customer service, employee involvement and flexible firm; 	05

<ul style="list-style-type: none"> • Mergers and acquisitions; • Turnaround management; 	
Unit IV: SHRM and Added Value <ul style="list-style-type: none"> • Implications for compensation; • Accountability in human resource management; • HR score card; • Measuring HRM contribution; • Outsourcing HRM • Benchmarking HRM Practices • HRM in MNC's 	07
Unit V: Contemporary Issues in SHRM <ul style="list-style-type: none"> • Strategic international HRM; • Excellence in employment in Indian Industries; • Technology and SHRM 	03

Suggested Readings:

1. Armstrong, M., Armstrong's Handbook of Strategic Human Resource Management. Kogan Page Publishers.
2. Mello, J.A., Strategic Human Resource Management. India: Cengage Learning
3. Regis, R., Strategic Human Resource Management & Development. New Delhi: Excel Books.
4. Agarwala, T., Strategic Human Source Management. New Delhi: Oxford University Press.
5. Dhar, R. L., Strategic Human Resource Management. New Delhi: Excel Books.

w.e.f. Academic Year 2019-20 and onwards