

Course Name: Strategic Human Resource Management**Course Code-MS305****Course Credits: 6**

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

Block I Understanding Strategic HRM**Unit I Introduction to Strategic HRM**

Traditional Vs. strategic HR, Typology of HR activities, 'Best fit' approach Vs 'Best practice' approach

Unit II Investment perspective of human resources

Investment Consideration, investments in Training and Development, investment Practices for improved Retention, investments job secure work courses, Non-traditional investment Approaches.

Unit III Planning and Implementing Strategic HR policies**Unit IV Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM**

Linking HRM practices to organizational outcomes assessing and reducing costs

Unit V Aligning HRM with Business Strategy**Block II Aligning HR Systems with business strategy****Unit VI Strategic Role of HRM****Unit VII Alternative HR systems**

(Universalistic, contingency, configurational, Congruence and Integrated HR systems, Designing congruent HR systems)

Unit VIII Linking HRM practices to organizational outcomes**Unit IX Human Resource Strategy Formulation****Unit X HR Strategy in workforce utilization****Unit XI Strategic Performance Management****Unit XII HR Strategy for Training and Development**

Block III International and Comparative Strategic Human Resource Management

Unit XIII Managing Global Human Resources

Unit XIV Evaluating HR functions in International Context

Unit XV Multinational, Global, and Transnational Strategies in HRM

Multinational, Global, and Transnational Strategies, Strategic Alliances, Sustainable Global Competitive Advantage, Globally Competent Managers, Location of Production Facilities.

Unit XVI Expatriation and repatriation management in global HRM

Unit XVII High Performance Work Practices

Block IV Emerging Issues in Strategic HRM

Unit XVIII Multi Source Feedback and Competency Development

Unit XIX HR Strategy in workforce diversity

Unit XX HR Strategy for Corporations of Tomorrow

Organizational HR in the future: (i) The corporations of tomorrow, (ii) Information age, (iii) Virtual corporation, (iv) Diversity, and (v) Social responsibility- virtual teams flexitime and telecommuting HR outsourcing contingent and temporary workers-

Unit XXI HR Scorecard

Unit XXII Employee Engagement Strategies

-Talent management and retention

Suggested Readings:

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.