

CS- 604: STRATEGIC HUMAN RESOURCE MANAGEMENT

Learning Objective: This course will help the students to think strategically and integrate the activities of HR with the organizations goals.

Course Contents:

Unit I

Lectures: 11

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.

Unit II

Lectures: 10

Implementation of strategic HRM : Staffing, training & development, performance management & feedback, compensation, employee separation.

Unit III

Lectures: 10

Components of strategic HRM – organizational HR strategies, functional HR strategies, strategic HRM in action, improving business performance through strategic HRM.

Unit IV

Lectures: 15

Strategic Knowledge Management-building knowledge management into strategy framework, knowledge sharing as a core competency, HR dimension to knowledge management. Strategic approach to industrial relations, outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A.

Unit V

Lectures: 10

Global human resource management: Difference between global HRM & domestic HRM; strategic HR issues in global assignments – expatriates selection & repatriation. Building a multicultural organization-multinational organization, strategic choice, leadership & strategic issues in international assignment.

Text books:

1. Armstrong, Michael & Baron Angela. (2005). *Handbook of Strategic HRM* (1st ed.). New Delhi: Jaico Publishing House.
2. Mello, Jeffrey A. (2007). *Strategic Human Resource Management* (2nd ed.). India: Thomson South Western.

References:

1. Regis, Richard. (2008). *Strategic Human Resource Management & Development* (1st ed.). New Delhi: Excel Books.
2. Agarwala, T. (2007). *Strategic Human Resource Management*. New Delhi: Oxford University Press.
3. Dhar, Rajib Lochan. (2008). *Strategic Human Resource Management* (1st ed.). New Delhi: Excel Books.