

## MBA422: STRATEGIC HUMAN RESOURCE MANAGEMENT

Teaching Scheme	Examination Scheme
Lectures: 4 hrs./Week Tutorials: 1 hrs./Week  Credits: 4	Class Test -12Marks Teachers Assessment - 6Marks Attendance – 12 Marks End Semester Exam – 70 marks

### Course Objectives:

- To explore the relationship between the management of people and pursuit of an organisations strategic goals and objectives.
- To understand link between human resource planning and strategy, job analysis and job design, equipment and selection, performance appraisal and performance-related pay.
- To understand learning and career management, employment relations, diversity management and international human resource management.

Hours: 40

### UNIT I (10 Hours)

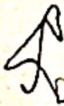
CHANGING ENVIRONMENT AND STRATEGIC RESPONSES: Introduction, Changing Environment, Business Complexities, Portfolio, process and structure related strategic responses. Significance of HRD, HRD and complexities advantage, Business Strategy and HRD Business Policy and HRD, Life Cycle of organizations and HRD, Organisational Performance and HRD.

### UNIT II (10 Hours)

Strategic HRD system practices: SHRD fundamentals, SHRD initiatives, working conditions & family welfare, HR Dept. / function. Training PA, Job Enrichment, Career planning, communication, empowerment Facilitators: Concerns of Management, Concerns of Trade unions. Concerns of Frontier Officers / Supervisors, concerns of workers, IR Scenario, Trainability, Outsourcing.

### UNIT III (10 Hours)

Alignment of HRD system and responses: Portfolio related strategic responses and Strategic HRD system. Process related strategic responses and Strategic HRD system, and Structure related strategic responses and Strategic HRD system.

  
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#### UNIT IV (10 Hours)

Strategic responses of Indians most valuable companies: Profiles of study organization, strategic responses of study organizations. Strategic HRD system in study organizations, relationship between practices and facilitator, alignment between responses and Strategic HRD systems, blocks of alignment and their solutions.

#### Suggested Readings:

1. Strategic Human Resource Development - Srinivas R Kaudula, PHI, 2001.
2. Strategic Human Resource Development - Rothevell & Kazauas, PHI, 1989.
3. Managing Human Resource - Wagen F Cascio, TMH, 6th ed. 2003.
4. Strategic Management, Thomson & Strickland, Tata McGraw Hill, 2003.

**COURSE OUTCOMES :** After completion of this course, the student will be able to

<i>COURSE OUTCOMES DESCRIPTION</i>	
<i>CO1</i>	<i>Ability to understand link between human resource planning and strategy, job analysis and job design, equipment and selection, performance appraisal and performance-related pay.</i>
<i>CO2</i>	<i>Able to Analyse problems and develop managerial solutions to employment relations problems at both national and workplace level;</i>
<i>CO3</i>	<i>Able to demonstrate the application of problem solving and evaluation skills in HRM through exercises and case study work</i>
<i>CO4</i>	<i>Able to apply critical thinking skills in analysing theoretical and applied perspectives of strategic HRM</i>
<i>CO5</i>	<i>Able to communicate knowledge of SHRM and employment relations in both written and verbal formats reactive to both audience and purpose</i>
<i>CO6</i>	<i>Able to investigate and communicate the professional values of HRM including the ethical problems inherent in HRM, including managers and consultants</i>

Employable Skills	Measuring Tools
Ability to identify and apply the knowledge of subject practically in real life situations	Exercise Workshop Quiz Classroom Discussions