



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS/PGDM)
Academic Year (2016-2017)

Programme Name: MMS

Semester: IV

Name of the Course: Strategic Human Resource Management

Maximum marks: 100

No. of Sessions: 15

Name of the Faculty: Kala Mahadevan

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Weblink:

Learning Objectives:

The objective of the course is to understand the strategic role of HR in an organization. Students would need to understand the “fit” between the Corporate and Business Strategies of an organization with the HR function and HR strategies. Having already studied the basic concepts of HRM and the HR functions, Strategic HRM aims to integrate the HR strategies developed in the various functional areas of HR with the overall objectives, business goals and organizational strategies of a firm. Students also need to understand how HR professionals need to operate as part of the overall management team, support the achievement of business strategies on a continuous basis and are consciously concerned about adding value to the organization.

Reference Books:

1. Strategic Human Resource Management – A guide to Action by Michael Armstrong
 2. Strategic Human Resource Management – Tanuja Agarwala
 3. Strategic Human Resource Management – Jeffrey Mello
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Plan:

Session No	Topics to be covered	Books to be referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used	Learning outcomes	Evaluation of Students understanding by MCQs/Quiz/Short Test
1	Introduction to SHRM <ul style="list-style-type: none"> • Management, Organization and Why HRM • Moving from Personnel Mgmt to HRM • Why go Strategic – The Human Resource Env't Impact • Strategy and Strategic Management • What is Strategic HRM • Traditional HRM v/s Strategic HRM • Strategic HR Model 	<ul style="list-style-type: none"> • SHRM – Michael Armstrong • SHRM – Tanuja Agarwala 	To understand the basic concepts of SHRM, differentiate it from Traditional HRM	<ul style="list-style-type: none"> • Class Discussions • Internal Test
2 & 3	HR Strategies <ul style="list-style-type: none"> • Definition of HR Strategies • Basic Process of Developing HR Strategy • Integration of HR Strategies with Corporate and Business Strategies • HR as a Business Partner, Change Agent and Employee Advocate • Impact of Strategic HRM on Performance 	<ul style="list-style-type: none"> • SHRM – Michael Armstrong • SHRM – Tanuja Agarwala • Case Study through Book Review and Internet Research – HCL – Employees First Customers Second • Case Study – Google's HR Practices – A Strategic Edge (IBS Research Centre) 	To understand what are HR Strategies, How companies develop them, the need for integration of HR strategies with Business Strategies, Changing roles of HR which have led to SHRM being practised and the impact that SHRM has on a company's performance (as understood from case study)	<ul style="list-style-type: none"> • Class Discussions • Internal Test • Case Study Analysis and Presentation



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4	<p>Employee Resourcing Strategies</p> <ul style="list-style-type: none"> • Components of Employee Resourcing • Developing the Organization's Value Proposition and its Employer Brand • Recruitment v/s Selection • Internal and External Influences on Human Resource Acquisition • New Approaches to Recruitment & Selection • Strategic Recruitment and Selection 	<ul style="list-style-type: none"> • SHRM – Michael Armstrong • SHRM – Tanuja Agarwala • Case Study - Hiring for Excellence at CISCO (SHRM Tanuja Agarwala – Pg 346) 	<p>To understand that it is "people" behind any strategy and therefore Employee Resourcing Strategies need to be based on an understanding of where the organization is going and the determination of the number of people, the skill and behaviour sets required.</p>	<ul style="list-style-type: none"> • Classroom Project on developing a Recruitment Strategy
5 & 6	<p>Learning and Development Strategies</p> <ul style="list-style-type: none"> • Emergence of Training as a Strategic Organizational Activity • Linkage between Business Strategy and Training • Some Strategic Forms of Training and Development • Strategies for creating a Learning Culture 	<ul style="list-style-type: none"> • SHRM – Michael Armstrong • SHRM – Tanuja Agarwala • Readings https://trainingmag.com/content/mcdonald%E2%80%99s-recipe-success • "Staff Training and Motivation at McDonalds." 123HelpMe.com, 27 Jan 2016 http://www.123HelpMe.com/view.asp?id=149030 <p>Case Studies:</p> <ul style="list-style-type: none"> (a) McDonalds (SHRM by Tanuja Agarwala Pg 426). (b) JC Penney's People Strategy – www.caseplace.org (ICMR Centre for Management Research) 	<p>To understand that Learning and development strategies enable activities to be planned and implemented that ensure that the organization has the talented and skilled people it needs and that individuals are given the opportunity to enhance their knowledge and skills and levels of competency. This module also helps students to understand the need for creating a Learning Culture in an organization.</p>	<p>Class Discussions Internal Test Debate: Position 1: Investment in Training and Development is a wasteful expenditure given the high rate of employee turnover Position 2: Investment in training and development is imperative for improved business results and to gain competitive advantage.</p>
7, 8,	Performance Management and	<ul style="list-style-type: none"> • SHRM – Michael Armstrong 	To understand how High	<ul style="list-style-type: none"> • Case Studies



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	<p>Reward Strategies</p> <ul style="list-style-type: none"> • Developing a High Performance Work System • New Developments in Performance Management • Strategic Linkage of Performance Management • Linking rewards to Employee types • Pay for Performance approaches • Business Strategy and Compensation Strategy Linkage 	<ul style="list-style-type: none"> • SHRM – Tanuja Agarwala • Readings <ul style="list-style-type: none"> (a) http://www.sumtotal.com.au/assets/whitepapers/sumt_ten_steps_final.pdf (Jon Ciampi is Vice President of Marketing for SumTotal Systems, Inc, (Nasdaq: SUMT), the world's largest provider of learning and business performance technologies and services.) (b) https://hbr.org/2015/09/why-more-and-more-companies-are-ditching-performance-ratings (c) https://www.pwc.nl/nl/assets/documents/pwc-performance-survey-2015.pdf <p>Case Study Rewards System at a University (SHRM – Tanuja Agarwala Pg 569)</p>	<p>Performance Strategies help an organization to improve its competitive advantage and also to understand how reward systems are being strategically linked to achievement of company objectives and strategies.</p>	<ul style="list-style-type: none"> • Class Discussions • Internal Test
9, 10, 11	<p>Competency and Potential Development through Talent Management Strategies, Career Planning and Mentoring</p> <ul style="list-style-type: none"> • What are Competencies? • How does the Organization develop Competencies? • Developing a Skill Matrix • What is Talent? • Elements of Talent Management • Developing a Talent Management Strategy • Career Planning and Career Development • Succession Planning • Concept of Mentoring 	<ul style="list-style-type: none"> • SHRM – Michael Armstrong • SHRM – Tanuja Agarwala <p>Case Study:</p> <ul style="list-style-type: none"> • Career Development at Dataware Services and Systems • Mentoring at Coca-Cola Foods <p>(SHRM –Tanuja Agarwala Pg 632 and Pg 701)</p>	<p>To understand how organizations in today's competitive environment are dependent on the skills, competencies and talents available in their employee pool and how organizations can develop the same to maximum advantage.</p>	<ul style="list-style-type: none"> • Case Studies • Class Discussions • Internal Test



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	<ul style="list-style-type: none"> • Mentoring Relationships and models • Barriers to Mentoring 			
12,13	<p>Managing Diversity and Cross Cultural Issues</p> <ul style="list-style-type: none"> • Defining and Understanding Workplace Diversity • Challenges of Diversity and How to Manage Diversity • Leveraging Cultural Diversity 	<p>Case Studies</p> <ul style="list-style-type: none"> • Culture Clash in the Boardroom • Dead Sea Salt Processing – A bitter Mix of Cultures (www.caseplace.org) <p>Readings</p> <p>(a) Age: A 21st Century Diversity Initiative (Sloan Centre of Aging & Work at Boston College)</p> <p>(b) http://ncrve.berkeley.edu/CW82/Diversity.html</p> <p>(c) http://www.cornellhrreview.org/creating-stronger-diversity-initiatives-in-employment-settings/</p>		<ul style="list-style-type: none"> • Case Studies • Class Discussions • Internal Test
14	<p>Global Dimensions of Strategic HRM</p> <ul style="list-style-type: none"> • HR Strategies in an International Context • Training and Development of International Staff • Compensation and Performance Management Issues 	<p>Case Study</p> <p>Preparing Employees for International Assignments - Lessons from Fred Bailey's Expatriate Experience in Japan (www. Caseplace.org)</p>	<p>To understand the Strategic implications of going global and working with a global workforce</p>	<ul style="list-style-type: none"> • Case Studies • Class Discussions • Internal Test
15	Student Presentations			



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2. Practical Approach : Other activities (Atleast 4 distinct activities)

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Role Play			
2	Industry Visit			
3	Academic Projects	Strategic HR Initiatives	Students to select one company and describe the Strategic HR initiatives undertaken by it. They can use Primary or Secondary Research to do this project. Their findings to be presented to the class.	
4	Book Review	Employee First Customer Second – Vineet Nayar	To understand how this strategy was implemented at HCL	
5	Group Discussion	Class Room Discussion Students would be assigned the task of developing a recruitment strategy for an organization. They can make assumptions about the external environmental factors, target employee group etc.	To understand what factors can be taken into consideration while developing the strategy and why. Also to understand how these factors may differ across different type of organizations.	
6	Business Quiz / Business News sharing			
7	Videos / Simulation	<ul style="list-style-type: none"> • Diversity @IBM – Doing it differently • Diversity Challenges – What would 	To understand how Diversity is viewed by	



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		you do	organizations in today's workplace environment	
8	Use of Software and Labs			
9	Any other activity			

3. Decision Making Approach : Cases to be referred : (min 3 cases)

<u>Sr. No.</u>	<u>Case Name</u>	<u>Topic Covered</u>	<u>Learning outcomes</u>	<u>Source</u>
1	Case Study through Book Review and Internet Research – HCL – Employees First Customers Second	Strategic HR Implementation	Practical implementation of Strategic HR	Book
2	Case Study – Google's HR Practices – A Strategic Edge (IBS Research Centre)	Strategic HR Implementation	Practical implementation of Strategic HR	www.caseplace.org
3	Preparing Employees for International Assignments - Lessons from Fred Bailey's Expatriate Experience in Japan	<u>International HRM</u>	To understand the Strategic implications of going global and working with a global workforce	www.caseplace.org



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Internal evaluation

I) Internal:

Component	Details	Marks
Class Test	2 class tests (Best score on the two to be chosen)	20
Presentation/ Case Study	Students to make presentations on (a) Practical Strategic Initiatives carried out by organizations or (b) Case Study assigned to them	10
Case Study		
Participation/ Attendance	Evaluation based on proactive and meaningful class participation	10
Others		

II) External:

(Sample questions)

1. How important is it to link HR Strategy to Business Strategy? What are the various HR strategies used by organisations that have a Business Strategy of Cost Leadership v/s Differentiation
2. Why is an HR Strategy to manage Diversity so important in today's workplace?

Signature of Faculty

Signature of the Co-ordinator