

Strategic Human Resource Management

Credits	03
Faculty Name	S.S. Ganesh
Program	PGDM (HR)
Academic Year and Term	2020-2021 Term V

1. Course Description

Over the years, Human Resource Management as a discipline has evolved without great levels of integration across different HR functions such as Recruitment and Selection, Training and Development, Performance Management, Compensation Management and Employee Engagement. Organizations which used the narrow and micro functional approach to people management problems in the past have realized the ineffectiveness of such approaches as they have limited ability to provide competitive advantage in isolation. Thus, both scholars and practitioners emphasize on recognizing the importance of establishing greater linkages between the business practices and HR practices which provide sustained competitive advantages to firms. Therefore, the purpose of this course is to provide a distinctive approach to human resource management as a strategic function by highlighting the issues with vertical integration of HR Strategy with Business Strategy as well as the horizontal integration of various HR functions.

2. Student Learning Outcomes

As a result of succeeding in this course, participants will be able to achieve the following the objectives.

- **Be able to establish the linkage between firm strategy and HR practices of the firm through Resource-based view of Competitive Advantage and Sustained Competitive Advantage.**
- **Be able to understand the need for different HRM practices in alignment with different business strategies through closed system as well as open system models such as behavioural perspective and cybernetic systems.**
- **Be able to evaluate the Agency Costs and Transaction Costs involved in establishing High Maintenance HR Systems for measuring and rewarding employee behavior and results.**

3. Reading Material: Course Reading Material “Strategic HRM” by the Instructor.

4. Tentative Session Plan

Theme 01 Decoding Competitive Advantage	Session 01 to 04	Article Reading	Looking Inside for Competitive Advantage Team Exercise and Debriefing based on 15 to 20 different Indian and Select Foreign Multinationals to Decode Competitive Advantage
Theme 02 Can HR Provide Competitive Advantage?	Session 05, 06 & 07	Cases	Venus Jewel (Indian SME) Haier (Chinese Multinational)
Theme 03 Best Practices and Benchmarking Myths	Session 08 & 09	Article Reading	Distinctive HR Are Firms' Core Competencies Case Analysis of Two Competing Firms in 6 to 7 industries including Sports, Retail, Financial Services, Consulting, Logistics, Beverages, etc.,
Theme 04 Aligning HR Strategy with Business Strategy – Part I	Session 10 to 13	Exercise Case	SHRM Individual Exercise 01 (Performance Appraisal at Citibank) Rising Frustration with Microsoft Review System
		Article Reading	Linking Competitive Strategies with Human Resource Management Practices
Theme 05 Aligning HR Strategy with Business Strategy – Part II	Session 14 to 17	Exercise Case	SHRM Individual Exercise 02 (A Simpler Way to Pay) Performance and Variable Pay at SRF Ltd
		Article Reading	Incentive Compensation
Theme 06 Aligning HR Strategy with Business Strategy – Part III	Session 18 to 20	Case	Eureka Forbes
		Article Reading	Sales Management's Behavior and Compensation-Based Control Strategies

5. Evaluation

The course has three different components to suit the different learning style and pace of our participants. Each component has a series of related activities concerning conceptual learning and practical exposure aimed at achieving the course objectives. They are;

a) Team Exercise – 20%

There will be one team assignment, having 20% weight, which will be used in the subsequent classes to facilitate learning. The guidelines for the assignments will be announced in the class or through course web. Simply participating in the team exercise and submitting the assignment will not be enough to get the scores for these components. The participants are expected to be present and contribute during the analysis of this assignment post submission.

b) Individual Exercises – 20%

The guidelines for the individual assignment(s) will be announced in the class or through course web. Simply participating in the exercises and submitting the assignments will not be enough to get the scores for these components. The participants are expected to be present and contribute during the analysis of these assignments post submission.

c) Quiz – 20%

The questions for the quizzes are drawn from the case material, reading material assigned for the theme, text book chapters, instructor's presentation and other materials that would be shared with the students during the course.

d) End-Term – 30%

The end-term examination would be a LIMITED open-book examination evaluating the application of concepts / theories learned during the course.

d) Course Involvement - ± 10%

Course involvement scores would be based on the overall subjective assessment of the quality of class participation, role plays, debates and any other initiative to enrich the course design, content, process, and outcome. Please note that unauthorized absence / late coming, late submission of assignments, unauthorized use of mobile in the class, or any other misbehavior would warrant negative scores.

6. Academic Integrity

Students are expected to adhere to the guidelines given for SHRM Exercises, Quiz and End-Term. All evaluation components are closed book unless it is explicitly specified by the instructor. Bringing Reading materials, Power Point Presentations, any electronic gadget including laptop and mobile phone to the exam hall would disqualify the students from appearing for the component. Copying in Exercises, Quiz, and End-Term would invite “F” in the whole component or even in the entire course depending on circumstances. This would be applicable for those who aid copying as well as for those who copied the ideas from the other.
