

STRATEGIC HUMAN RESOURCE MANAGEMENT

CREDITS	
:	3

OBJECTIVE:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I **CONTEXT OF SHRM** **9**

SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking.

UNIT II **HUMAN RESOURCE DEVELOPMENT** **9**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit.

UNIT III **E-HRM** **9**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT IV **CAREER & COMPETENCY DEVELOPMENT** **9**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management Competency Mapping Models – Equity and Competency based Compensation.

UNIT V **EMPLOYEE COACHING & COUNSELING** **9**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.

TOTAL: 45 PERIODS

OUTCOMES:

- Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.
- Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.
- To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.

- Providing an overview of the counselling and coaching processes and techniques. Developing alternative approach to dealing with problem situations in organisations.
- Understand the career development theories and models and gain necessary self-insight, skills and techniques to become effective HR managers

REFERENCES :

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6. Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
7. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.