

MS388 STRATEGIC HUMAN RESOURCE MANAGEMENT

Credit 3:1:0

Marks 40+60

Unit – I

Introduction: A new mandate for HRM. The context/environment for SHRM - Strategic Management approach to HRM – Theoretical and conceptual perspectives

Unit – II

Strategy formulation: - typology for SHRM – classification of HR types – determinants of SHRM
Recruitment and retention strategies: Strategic role of HR planning - Strategic recruitment – Outsourcing - aligning Staffing practice with strategy - strategic approach to retention. Strategic approach to downsizing – steps, models and effects

Unit – III

Aligning performance management systems with the firm's strategy – measuring performance for competitive advantage – behaviour and performance
Strategic compensation systems: The best way to pay – Competitiveness in compensation - compensation policies and business strategy – Aligning rewards to HR strategy

Unit IV

Aligning Business / Competitive strategy with firm performance – aligning HRM practices to organizational outcome – alignment through organization development – designing an integrated HR system - Measuring the impact of SHRM: Determinants of business results, Holistic frameworks, Balance Score card, the service-profit chain

Unit – V

People Capability Maturity Model.- an experiential learning.
Human resource information management system and its contribution to SHRM – uses, issues and crucial features of HRIMS as management support system - Strategic HR planning and HR information management systems

Text book

Greer, C.R. *Strategic Human Resource Management: A general Management Approach.* (2 Edn). Pearson Education. Asia.

Reference books

1. Holbeche, L. (2001). *Aligning Human Resources and Business Strategy.* (2nd Edn.). Butterworth Heinemann: Delhi.
2. Dreher, & Dougherty, (2005). *Human Resource Strategy: A behavioural perspective for General Managers.* Tata Mcgrawhill: New Delhi.
3. Walker, J.W. (1992). *Human Resource Strategy.* McGrawHill: New York