

Institute of Administrative Sciences
Faculty of Business, Economics, and Administrative Sciences
University of the Punjab, Lahore
Course Outline



Programme	BS Management	Course Code	MGT-303	Credit Hours	3
Course Title	Strategic Human Resource Management				
Course Introduction					
<p>Strategic leadership from Human Resource Professionals is required in organizations of all types and sizes whether they are start-ups, multinational corporations, not-for-profit or government organizations, local or international companies. Omniscience business knowledge and firm grip on management skills are indispensable for HR professionals due to the powerful changes that are taking place in business world. This specialization course, therefore, aims to develop students in the area of Strategic Human Resource Management so that they can successfully contribute to an organization's success as per the modern business trends and needs. This course recognizes the importance of aligning the Human Resource functions with the goals of the business and enables the students to align people management and employee relations strategies of any organizations with its goals and strategies.</p>					
Learning Outcomes					
<p>On the completion of the course, the students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the concept of Strategic Human Resource Management 2. Learn strategy, its formulation, concept and tools 3. Shape organizational structures and culture 4. Understand the role of HR in strategy implementation 5. Link HR practices to strategic orientation 6. Understand how HRM is influencing the modern day businesses 					
Course Content				Assignments/Readings	
Week 1	Unit-I: The Strategic Approach to Human Resource Management <ul style="list-style-type: none"> • Integrating HR Strategy with Corporate and Functional Strategy • Environment Organization Link 			Chapter 1	
	Unit-II Strategic HRM: Introduction <ul style="list-style-type: none"> • Strategy Formulation, Decision Making and Problem Solving • 2.2. Integrating HR in Strategic Decisions 			Chapter 1	
Week 2	Unit-III: Formulating a Corporate and Human Resource Strategy <ul style="list-style-type: none"> • Role of HR in Strategy Formulation 			Chapter 2	
	Unit-IV: Corporate HRM strategy <ul style="list-style-type: none"> • Human Resource Audit • Contingency or Situational Approach to Strategy 			Chapter 2	
Week 3	Unit V: Human Resource Planning and Technology <ul style="list-style-type: none"> • Nature of Human Resource Planning • Model for Human Resource Planning 			Chapter 3	

	Unit VI: HRM Planning and Technology <ul style="list-style-type: none"> • Human Resource Costing • Human Resource Information Systems 	Chapter 3
Week 4	Unit VII: Strategic Job Analysis <ul style="list-style-type: none"> • Components of a Job Analysis • Job Analysis Data Output 	Chapter 4
	Unit VIII: Strategic Job Analysis <ul style="list-style-type: none"> • Uses of Job Analysis • Organizational Strategy and Job Analysis 	Chapter 4
Week 5	Unit IX: Strategic Recruitment, Selection and Retention <ul style="list-style-type: none"> • Untapped Labor Sources • Recruitment Methods • The Selection Process 	Chapter 5
	Unit X: Strategic Recruitment, Selection and Retention <ul style="list-style-type: none"> • The Interview • Strategies for Effective Recruitment and Selection 	Chapter 5
Week 6	Unit XI: Job Design <ul style="list-style-type: none"> • Technology and job design • Top to bottom and bottom-up approaches 	Chapter 6
	Unit XII: Job Design <ul style="list-style-type: none"> • Job crafting 	Chapter 6
Week 7	Unit XIII: Orientation, Training and Development <ul style="list-style-type: none"> • Continuous Improvement • Improving versus Replacing Poor Performers • Strategy and Training and Development • Orientation 	Chapter 7
	Unit XIV: Orientation, Training and Development <ul style="list-style-type: none"> • Performance Improvement • The Training Process and Stage of the Training Process • Transfer of Training • Evaluation Stage of Training and Development 	Chapter 7
Week 8	Unit XV: Strategies for Effective Performance Appraisal Systems <ul style="list-style-type: none"> • Performance Appraisal Objectives • Formal versus Informal Performance Appraisal • Objective versus Subjective Performance Appraisals 	Chapter 8
	Unit XVI: Strategies for Effective Performance Appraisal Systems <ul style="list-style-type: none"> • Frequency of Performance Appraisal • Performance Appraisal Process • Types of Performance Appraisal Methods 	Chapter 8

	<ul style="list-style-type: none"> • Perpetual Errors in Evaluation • Strategy and Performance Appraisal Process 	
Week 9	Unit XVII: Strategic Compensation Systems <ul style="list-style-type: none"> • Different compensation methods 	Chapter 9
	Unit XVIII: Strategic Compensation Systems <ul style="list-style-type: none"> • Management Guidelines for Compensation Systems • Laws governing the compensation systems 	Chapter 9
Week 10	Unit XIX: Benefit Plans <ul style="list-style-type: none"> • Who pays for the benefits? • Competitiveness & Composition of Benefit Plans 	Chapter 10
	Unit XX: Benefit Plans <ul style="list-style-type: none"> • Future Benefit Changes • Flexible Benefit Offerings 	Chapter 10
Week 11	Unit XXI: Managing Health, Safety, and Stress <ul style="list-style-type: none"> • Occupational Safety and Health Administration • Safety and Health Problems for Employees 	Chapter 11
	Unit XXII: Managing Health, Safety, and Stress <ul style="list-style-type: none"> • Workplace Stress • Improving Health and Safety 	Chapter 11
Week 12	Unit XXIII: Ethics, Employee Rights, and Employer Responsibilities	Chapter 12
	Unit XXIV: Law and Employee Rights <ul style="list-style-type: none"> • Types of Laws and Rights 	Chapter 12
Week 13	Unit XXV: Employer Responsibilities <ul style="list-style-type: none"> • Types of employer's responsibilities • Building Good Disciplinary Climate 	Chapter 13
	Unit XXVI: Unions <ul style="list-style-type: none"> • Historical Development of Unions • Advantages of Unionization 	Chapter 13
Week 14	Unit XXVII: Collective Bargaining <ul style="list-style-type: none"> • Role of Labor Unions in Society • Facing Unions • Union Removal or Decertification vs. Union Busting 	Chapter 14
	Unit XXVIII: The Use of Technology in strategic HRM	Chapter 14
Week 15	Unit XXIX: Current challenges facing SHRM	Chapter 15
	Unit XXX: Best Practices Versus Best Fit Approach	Chapter 15
Week 16	Unit XXXI: Designing high performance work systems	Chapter 16

	Unit XXXII: Understanding and implementing the change	Chapter 16
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Textbooks and Reading Material

Textbooks

- Anthony, W.P., Kagmar, K.M. & Perrewe, P.L. (2020). Human resources management: a strategic approach (6th ed.). Cengage Learning.

Suggested Readings

- Nankervis, A.R., Compton, R.L. & Barid, M. (2001). Strategic human resource management (4th ed.). Cengage Learning Australia.
- Baird, L., & Meshoulam, I. (1988). Managing two fits of strategic human resource management. *Academy of Management review*, 13(1), 116-128.
- Wright, P. M., & McMahan, G. C. (1992). Theoretical perspectives for strategic human resource management. *Journal of management*, 18(2), 295-320.

Teaching Learning Strategies

This course makes use of interactive teaching and learning strategies which engage students to promote critical and reflective thinking, research and evaluation skills that will help them become better learners and enhance their skill set. Students will use personal and social capability to collaboratively work with others in learning activities, appreciate their own strengths and abilities and those of their peers, enabling them to develop a range of interpersonal skills such as communication, negotiation, teamwork, leadership and an appreciation of diverse perspectives.

Assignments: Types and Number with Calendar

Will be decided by the course instructor

Assessment

Sr. No.	Elements	Weightage	Details
1.	Midterm Assessment	35%	Written Assessment at the mid-point of the semester.
2.	Formative Assessment	25%	Continuous assessment includes: Classroom participation, assignments, presentations, viva voce, attitude and behavior, hands-on-activities, short tests, projects, practical, reflections, readings, quizzes etc.
3.	Final Assessment	40%	Written Examination at the end of the semester. It is mostly in the form of a test, but owing to the nature of the course the teacher may assess their students based on term paper, research proposal development, field work and report writing etc.