



Strategic Human Resource Management
INSTITUTE OF BUSINESS & MANGEMENT (IB&M)
UNIVERSITY OF ENGINEERING AND TECHNOLOGY
(UET), LAHORE



COURSE OUTLINE

Course: Strategic HRM
Semester: **Third**
Credit Hours: **3**
Instructor: **Mr.Aftab Shoukat**
E-mail: **aftabshoukat84@gmail.com**

Course Code: MGT 425
Class: **BBA (Hons) 2016**
Total hours: **16*3= 48**
Pre-requisite (if any):
Office Hours: Thurs, 02:00-03:00

Course Introduction:

SHRM has been designated as a branch of Human resource management or HRM and is a fairly new field, which has emerged out of the parent discipline of human resource management. Much of the early or so called traditional HRM literature treated the notion of strategy superficially, rather as a purely operational matter, the results of which cascade down throughout the organization. There was a kind of unsaid division of territory between people-centred values of HR and harder business values where corporate strategies really belonged. HR practitioners felt uncomfortable in the war cabinet like atmosphere where corporate strategies were formulated. Strategic HRM covers the overall HR strategies adopted by business units and companies and tries to measure their impacts on performance. This subject will help students analyze the impact of various HR functions on organization.

.Learning objectives. (Los)

After the completion of this course, students will be able to:

- Lo1: To evaluate how competitive advantage can be achieved through investment in employees.
- LO2: To analyze individuals and their jobs to create best fit.
- LO3: To appraise the challenges involved in selecting individuals for international assignments.

Sr#	Course Learning Objectives	Link with Program Learning Objectives
1.	To evaluate how competitive advantage can be achieved through investment in employees.	Understand business management and other core business content.
2.	To analyze individuals and their jobs to create best fit.	Provide students with a broad range of managerial capabilities, the capacity for critical thinking, communication and problem solving skills in legal and ethical manner.
3.	To appraise the challenges involved in selecting individuals for international assignment.	Develop viable alternatives and make effective decisions in an international business setting.

Textbook:

Strategic Management of Human Resources by Jeffrey A.Mello

Lecture Plan

Week No.	Topics	Readings and Activities
1	<p><u>An Investment Perspective of HRM</u></p> <p>Adopting an investment perspective</p> <p>Valuation of Assets</p> <p>Understanding and measure human capital</p> <p>Human Resource Metrics</p>	1.1,1.2,1.3
2	<p>Work force Demographic changes and Diversity</p> <p>Generational Diversity</p> <p>Individuals with disabilities</p> <p>Managing Diversity at Pepsico</p> <p>Diversity initiatives at Intel</p> <p>Corporate Social Responsibility</p>	2.1,2.2,2.3
3	<p><u>Strategic Management:</u></p> <p>Models of Strategy</p> <p>The process of Strategic Management</p> <p>Corporate and Business Strategy</p> <p>Innovation and Creativity as component of strategy</p>	<p>3.1,3.2,3.3</p> <p>Group project Announcement</p> <p>3-February, 2020</p>
4	<p><u>The Evolving/ Strategic Role of HRM</u></p> <p>Strategic HR versus Traditional HR</p>	<p>4.1,4.2,4.3</p> <p>First assignment</p>

	<p>Barriers to Strategic HRM</p> <p>Outsourcing and Revamping HR</p> <p>Strategic Reorganization of HR functions at General Motors.</p> <p>Strategic Human Resource Management at South West Airlines</p>	<p>Announcement 10-February,2020 (Individual Assignment)</p>
5	<p><u>Human Resource Planning</u></p> <p>Objectives of HR planning</p> <p>Succession Planning at General Electric</p> <p>Human capital management at United States postal service</p>	<p>5.1,5.2,5.3</p>
6	<p><u>Design and Redesigning of Work system</u></p> <p>Design of Work system</p> <p>Redesign of work system</p> <p>Strategic work design in action</p> <p>Mergers and Acquisitions</p> <p>The human side of creating AOL time warner.</p> <p>Impact of Technology</p> <p>Understanding and Managing change</p>	<p>6.1,6.2,6.3</p>
7	<p><u>Employment Law</u></p> <p>Scope of Law</p> <p>Trends in Employment litigations</p> <p>Affirmative Actions</p>	<p>First Assignment due (2-March-2020)</p> <p>7.1,7.2,7.3</p>
8	<p>Racial discrimination at Coca Cola</p> <p>Employees with Disabilities at IBM</p>	<p>7.1,7.2,7.3</p>

9	M I D - T E R M EXAMS	LO1,LO2
10	<p><u>Implementation of Strategic HRM</u></p> <p><u>Recruitment</u></p> <p>Internal versus external Recruitment When and how to recruit extensively Methods of recruitment.</p> <p>Outsource recruiting at Kellogg College</p> <p><u>Selection</u></p> <p>Reliability and Validity issues in Predictors</p> <p>Simulation tests at Toyota</p> <p>Issue of Biasness in selection</p> <p>New Trends in Staffing</p> <p>Candidate Relationship Management (CRM) At Whirlpool</p>	<p>2ND Assignment Announcement 25/3/2020 (Individual)</p> <p>Readings- 8.1,8.2,8.3</p>
11	<p><u>Training and Development</u></p> <p>Planning and Strategizing training</p> <p>Benefits of Training and Development</p> <p>New Employee training at Black and Decker</p> <p>Using Training to facilitate Merger at Hewlett Packard</p> <p>Integrating Training with performance Management systems and compensation</p>	<p>9.1,9.2,9.3.</p> <p>Guest Speaker: Dr.Nadeem Dogar</p>

<p>12</p>	<p><u>Performance Management and Feedback and Compensation</u></p> <p><u>Performance Management:</u></p> <p>Uses of System</p> <p>Who evaluates</p> <p>What to evaluate</p> <p>Strategic Performance Management at Continental Airlines</p> <p>Competency-based Performance and Development at Capital one</p> <p><u>Compensation:</u></p> <p>Internal and External Equity</p> <p>Team based pay at children's Hospital Boston</p> <p>Legal issues in compensation</p>	<p>2ND Assignment Due 6-April-2020 10.1,10.2,10.3 11.1,11.2,11.3</p>
<p>13</p>	<p><u>Employee Separation and Retention Management and Global HRM</u></p> <p><u>Retention and Separation:</u></p> <p>Lay offs at Kodak</p> <p>Strategic downsizing at Charles Schwab</p> <p>Strategic Retention at Spring PCS</p> <p>Strategic Retention at United Airlines</p> <p>Retaining talent at Intel</p> <p>Retirement</p> <p><u>Global HRM</u></p> <p>How Global HR differs from Domestic HR</p>	<p>Group project due 13- April, 2020</p> <p>Readings (Employee Separation) 13.1,13.2,13.3</p> <p>(Global HRM) 14.1,14.2,14.3</p>

	Strategic Global HR issues at MacDonald's Assessing Culture Expatriate selection at Kellogg Co. Repatriation issues	
14	Project Presentations	
15	Course Revision	
16	Final Examination	LO1,LO2,LO3

Guest Speaker:

Dr. Nadeem Dogar is Phd from University of Melbourne Australia in Organizational Development and Change

Worked as consultant with various key organizations like International Labor organization.(ILO),Canadian International Development Agency and Human Resource Development Network Islamabad Pakistan.