



GUJARAT TECHNOLOGICAL UNIVERSITY
Programme: Bachelor of Business Administration
Semester: 6
Subject Name: Strategic Human Resources Management
Subject Code: 1560109

Rationale:

The course presents a thorough and systematic coverage of issues related to strategic human resource management, and it is basically for the students who are specializing in the field of human resource management. This course will develop a theoretical and practical understanding of the role of HR professionals as a strategic partner in organizations. It will help the students to think strategically and integrate the activities of HR with the organizations goals.

Course Scheme:

Teaching Scheme			Credits	Examination Marks				Total Marks
L	T	P		Theory		Practical		
				ESE (E)	PA(M)	ESE (V)	PA (I)	
3	0	0	3	70	30	0	50	150

Course Outcomes:

On successful completion of the course students will be able:

Sr. No.	Course Outcomes
CO1	To understand the need for different HRM practices in alignment with different business strategies (UN)
CO2	To apply critical thinking skills in analysing theoretical and applied perspectives of SHRM (AP)
CO3	To gain rational ability to manage performance strategically (AN)
CO4	To critically evaluate the contribution of strategic HRM to the achievement of individual and organisational performance (EL)

Course Content:

Unit No.	Content	No. of Hours	Marks
1	Introduction to Strategic Human Resource Management - Evolution of SHRM, Definition, Nature, Components, Objectives, Need, Importance, Role, The 5-P Model of SHRM, Traditional vs. SHRM, Theoretical perspectives of SHRM, Barriers to Strategic HR - HR as Assets – Adopting an investment perspective, Valuation of assets, Understanding and measuring human capital, Factors influencing how “investment oriented” organization is, Linking HR practices to business strategy, Strategic Fit, VRIO framework	13	18
2	Human Resource Environment and Challenges - Impact of technology, HR issues and challenges related to technology, Cross cultural management, Ethical behavior, Workforce demographic changes and diversity - Changes in Employment Relationship – Temporary and contract labor, Nepotism, Headhunting, Assessment center - Role of HR in CSR	12	18
3	Competency and Potential Development	10	18



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	- Competency, Potential development, Competency mapping - Talent Management – Concept, Importance, Attracting and retaining talent - Organizational and individual centered career planning - Human Resource Planning – Objectives, Aggregate planning, Succession planning - Work Systems – Design and Redesign of Work Systems, Mergers and Acquisitions		
4	Strategic HRM Applications - Employee engagement, Strategizing training, Investment in T&D, Strategic choices in performance management systems, Skill based pay, Variable pay - HR outsourcing, Need to outsource, Stages of outsourcing - Understanding retrenchment and redundancy - HR Scorecard	10	16
	Total	45	70

Suggested Specification Table For Question Paper Design:

Unit No.	Unit Title	Teaching Hours	Distribution of Theory Marks (Assessment as per Revised Bloom's Taxonomy Level*)						
			RM	UN	AP	AN	EL	CR	Total Marks
I	Module-1	13	00	04	14	00	00	00	18
II	Module-2	12	00	04	07	07	00	00	18
III	Module-3	10	00	04	07	00	07	00	18
IV	Module-4	10	00	02	00	07	07	00	16
	Total	45	00	14	28	14	14	00	70

***RM: Remember, UN: Understand, AP: Apply, AN: Analyze, EL: Evaluate, CR: Create**

Note: This specification table provides general guidelines to assist student for their learning and to teachers to teach and question paper designers/setters to formulate test items/questions to assess the attainment of the UOs. The actual distribution of marks at different taxonomy levels in the question paper may slightly vary from above table.

Suggested Student Activities for Progressive Assessment (PA): (50 Marks)

- | | |
|----------------|----------------|
| • Presentation | • Assignment |
| • Case study | • Quiz |
| • Role play | • Mini Project |

Evaluation:

Students shall be evaluated on the following components:

Internal Evaluation	(Internal Assessment- 50 Marks)
• Case Study	10 Marks
• Quiz / Test	10 Marks
• Presentation / Role Play	10 Marks



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• Mini Project	10 Marks
• Class presence and participation	10 Marks

Suggested Learning Resources:

S. No.	Title of Book	Author	Publication with place, year and ISBN
1	Strategic Human Resource Management	Jeffery A. Mello	CENGAGE Learning
2	Strategic Human Resource Management and Development	Ekta Sharma	Pearson Education
3	Strategic Human Resource Management	Tanuja Agarwala	Oxford
4	Strategic Human Resource Management	Gary Rees, Paul E. Smith	Sage Publications India Pvt Ltd
5	Essentials of Strategic Human Resource Management	Shalini Chaturvedi, Sambasiva Raju Valvivarthi, P. Anand Kumar	Redshine Publication
6	Strategic Human Resource Management: A General Managerial Approach	Charles R. Greer	Pearson Education India
7	Strategic Human Resource Management	Ashvine Kumar	Book Rivers

List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

- Journal of Strategic Human Resource Management <http://www.publishingindia.com/jshrm/>
- Journal of Strategic Human Resource Management <https://journals.indexcopernicus.com/search/details?id=31788>
- Asia Pacific journal of human resources.
- South Asian journal of human resources management.
- Harvard Business Review Magazine <https://hbr.org/>
- The HR Digest Magazine <https://www.thehrdigest.com/>
- <http://www.coursera.org/>
- <https://nptel.ac.in/>