**CODE-HR 680 STARTEGIC HUMAN RESOURCE MANAGEMENT**

|  |  |
| --- | --- |
| Resource Person: | Kamran Hameed |
| Email: | Kamran.hameed@umt.edu.pk |
| Contact Hours: | Monday 1:00 pm to 2:00 pm. Tuesday 12:00 p.m. to 2:00 p.m. |
| Office Address: | C3-20 |
| Programme: | M.B.A |
| Section: | A |
| Semester: | Spring 2023 |
| Course Pre-requisites: | N/A |
| Credit Hours: | 3 |
| Course Type: | Core |
| Venue/Day/Time: | Tuesday–2:00 PM - 5:00 PM |
| Course URL (if any): |  |

|  |
| --- |
| **Course Description:** |
| A course at the advanced level called Strategic Human Resource Management (SHRM) provides up-to-date knowledge and material from a global viewpoint. The goal of the course is to assist students improve their HRM skills and have a profound grasp of the function of HRM in contemporary businesses.  The course covers a wide range of subjects, such as strategic human resource planning, hiring and selection, performance management, pay and benefits, talent management, training and development and employee growth and relations. The context of the modern corporate world, which is defined by quick technical advancement, globalization, and fierce competition, is examined in relation to these subjects.  The significance of an international perspective in HRM is also emphasized in the course. The difficulties and opportunities of handling a varied workforce, competing in a global market, and overcoming cultural differences will be taught to students.  Through this course's transformative learning methodology, students not only acquire knowledge and skills but also a critical and reflective mindset. They will be urged to question presumptions and received knowledge as they consider the function of HRM in organizations.  This course places a strong emphasis on the development of applicable practical skills for HRM professionals in addition to academic learning. Students will hone their skills in issue analysis and solution development through case studies, role-plays, and simulations.  Additionally, the course has a strong focus on careers. The course will teach students about HRM careers and how to set themselves up for success. They will have the chance to talk with HRM experts and learn about various HRM companies and jobs.  The training also offers an industrial viewpoint on HRM. It highlights how crucial it is to comprehend the business environment in which HRM operates and how crucial it is that HRM be in line with the overarching business plan. This viewpoint enables students to comprehend the significance of HRM for an organization's performance and to acquire the abilities necessary to lead HRM teams successfully.  With an emphasis on the most recent research and methods, global perspectives, transformative learning, skill development, and industrial applicability, this course offers a thorough and interesting examination of the area of HRM. |

|  |
| --- |
| **Course Teaching Methodology:** |
| 1. Interactive lectures. 2. Research Articles. 3. Case analysis. |

|  |  |
| --- | --- |
| **Program Educational Objectives (PEOs): MBA** | |
| PEO-1 | To inculcate reasoning, critical analytical, problem-solving, and decision-making skills. |
| PEO-2 | To provide real-life work experiences. |
| PEO-3 | To provide opportunities to network with employers and entrepreneurs. |
| PEO-4 | To develop future leaders, managers, and entrepreneurs for the digital and globalized world. |
| PEO-5 | To develop effective presentation, oral, and written communication skills. |
| PEO-6 | To expose students to the important social, environmental, economic and ethical issues. |

|  |  |  |
| --- | --- | --- |
| **Programme Learning Outcomes (PLOs): MBA**  **After completing this degree programme, students shall be able to:** | | |
|  | | **Mapping the PLOs with POs** |
| PLO-1 | Critically analyze complex business situations and make appropriate decisions. | PEO-1,3,5 |
| PLO-2 | Successfully negotiate with the challenging work demands. | PEO-2 |
| PLO-3 | Apply organizational theories, models, and frameworks to the real-world business situations to solve managerial issues. | PEO-1,2 |
| PLO-4 | Communicate effectively and efficiently, and deliver professional business presentations. | PEO-6 |
| PLO-5 | Analyze and evaluate market opportunities and develop viable business plans. | PEO-2,4 |
| PLO-6 | Use digital technologies and data analytics tools to make informed decisions. | PEO-1,3 |

|  |  |
| --- | --- |
| **Course Objectives (COs)** | |
| CO-1 | "Understand strategic management" aims to provide students with the knowledge and skills to comprehend the principles, theories, and practices of strategic management in the context of business organizations. |
| CO-2 | "Traditional vs. strategic HRM" aims to provide students with an understanding of the differences between traditional and strategic approaches to human resource management. |
| CO-3 | "Diversification and recent trends in SHRM" aims to provide an understanding of the various diversification strategies used in strategic human resource management, as well as to explore the latest trends in the field, including the use of technology and the changing nature of work. |
| CO-4 | "Challenges amid globalization of SHRM" is to identify and analyze the major challenges faced by organizations in implementing strategic human resource management practices in a global context. |

|  |  |  |
| --- | --- | --- |
| **Course Learning Outcomes (CLOs):**  **After completing this course, students shall be able to:** | | |
|  | | **Mapping the CLOs with PLOs** |
| CLO-1 | Understand the framework of strategic Placement of Human Resources | PLO 3 |
| CLO-2 | Diversification challenges and tools for embracing opportunities. | PLO 1,4 |
| CLO-3 | Legal empowerment and challenges in SHRM | PLO 2 |
| CLO-4 | Recent trends and tools necessary to implement the SHRM | PLO 5,6 |
| CLO-5 | Creative, analytical, and communication skills to analyze problems, intervention strategies, and present outcome of strategies deployed. | PLO 4 |
| CLO-6 | Pragmatic and quick decision making. | PLO 3 |
| CLO-7 | Real life phenomenons surrounding the MNCs | PLO 1 |
| CLO-8 | Test and apply their knowledge | PLO 1,4 |

|  |  |
| --- | --- |
| **Assurance of Learning and Assessment Items:**  *Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs* | |
| **Assessment Item** | **Application/ Objectives**  **PLO / CO / CLO** |
| Presentation | PLO1- 6, CO1-4, CLO1-8 |
| Quizzes | PLO1- 6, CO1-4, CLO1-8 |
| Assignments | PLO1- 6, CO1-4, CLO1-8 |
| Class Activity | PLO1- 6, CO1-4, CLO1-8 |
| Mid Exam | PLO1- 6, CO1-4, CLO1-8 |
| Final Exam | PLO1- 6, CO1-4, CLO1-8 |

|  |  |  |
| --- | --- | --- |
| **Assessment Structure and Grading Policy\*:** | | |
| **Assessment Item** | **Weight (%)** | **Execution Plan** |
| Assignments | 5% | One assignments of 5 marks each will be given on individual basis |
| Project a | 5% | Group based exercise whereby students will present review (analysis + recommendations) of the HR systems of designated organizations. |
| Project b | 10% | Group based exercise whereby students will present the SHRM, designed by them for the designated organization. |
| Reflections | 10% | Reflection includes understanding of students, about class discussion/lectures, in their own words. Five reflections shall be submitted by students on designated dates. |
| Mid-term exam | 20% | One-time assessment |
|  |  |  |
| Case study analysis | 20% | Each case discussion and interpretation would require use of application and critical thinking of various concepts in the aforementioned sequence |
| Final exam | 30% | One-time assessment |
| **Total** | **100** |  |
| **Notes – Norms and Important Class Policies:**  **Class Policy:**  You are required to be in class at the assigned time. If you arrive more than ten minutes late, you will be marked absent.  **Mobile Policy:**  Switch off your mobile phones while in class.  **Email Policy:**  You will be responsible if you miss a deadline because you did not read your email. Participants should regularly check their University email account.  **Class Attendance Policy:**  A minimum 80% attendance is required for a participant to be eligible to sit in the final examination. Reporting sick and attending family functions (such as a wedding) will be considered as absent. Participants with less than 80% attendance in a course will be given grade ‘F’ (Fail) and will not be allowed to take the final exam. An ‘F’ grade will negatively impact student’s CGPA.  **Withdrawal Policy:**  Students may withdraw from a course till the end of the 12th week of the semester. In such a case, a grade ‘W’ will be awarded. A ‘W’ grade will not impact student’s CGPA. A student withdrawing after the 12th week will be awarded ‘F’ grade, which will negatively impact CGPA.  **Harassment Policy:**  Sexual or any other form of harassment through physical, verbal or electronic (mobile, email, etc.) means is constituted as punishable offence. Such actions will not be tolerated.  **Use of Unfair Means/Honesty Policy:**  Any participant found using unfair means or assisting another participant during a class test, quiz, assignment, examination, etc. will be liable for strict disciplinary action.  **Plagiarism Policy:**  Plagiarism is defined as the practice of taking someone else's work or ideas and passing them off as one's own. The participants will submit the plagiarism report to the resource person with every assignment, report, project, thesis, etc. A participant who fails to submit the ‘Turnitin’ report will receive ‘F’ grade that will count towards CGPA. If participants attempt to cheat ‘Turnitin,’ they will receive an additional ‘F’ that will count towards their CGPA. Look up the Student Handbook for further information on rules and regulations regarding plagiarism while submitting final report and other documents.  **NOTE: STUDENTS ARE REQUIRED TO READ AND UNDERSTAND ALL ITEMS OUTLINED IN THE STUDENT HANDBOOK.** | | |

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

|  |  |  |  |
| --- | --- | --- | --- |
| **Weekly Sessions Plan:** | | | |
| **Week** | **Topics / Contents** | **Activity** | **Application/Objectives**  **PLO / CO / CLO** |
| 1 | Introduction and Basic Concepts | Ice-Breaking | PLO-3 CO-1  (PLO-3 aims to apply organizational theories, models, and frameworks to real-world business situations to solve managerial issues, and CO-1 focuses on understanding strategic management, both of which are fundamental to the basic concepts of HRM.) |
| 2 | Investment perspective SHRM | Assignment 1 | PLO-1 CO-2 CLO-2  (The link between PLO-3 and CO-2 is that understanding CRM and HRM helps in applying organizational frameworks and models to real-world business situations to solve managerial issues.) |
| 3 | CRM and HRM | Case Study:  The evolving role of SHRM Netflix (Strategic Role of HRM)  Quiz 1 | PLO-3 CO-2  (The implementation of Customer Relationship Management (CRM) requires the coordination and alignment of HR practices, skills, and competencies (HRM), which are linked to PLO-3 and CO-2.) |
| 4 | Strategic management | Assignment 2 | PLO-1 CO-1  (Strategic management is linked to PLO-1 and CO-1 by focusing on analyzing the organization's external environment and developing strategies to achieve the organization's objectives.) |
| 5 | Evolution/Trends of SHRM | Research Paper:  (Theories and perspectives of SHRM) | PLO-5 CO-3 CLO-4  (Evolution/Trends of SHRM is linked to PLO-5, CO-3, and CLO-4 by focusing on how organizations adapt to changing trends in the management of human resources.) |
| 6 | Strategic workforce planning | Assignment-3 | PLO-5 CO-1  (Strategic workforce planning is linked to PLO-5 and CO-1 by focusing on the development of plans to ensure that the organization has the right employees with the right skills to achieve its goals.) |
| 7 | Redesigning HR systems. |  | PLO-6 CO-2 CLO-4  (Redesigning HR systems is linked to PLO-6, CO-2, and CLO-4 by focusing on the redesign of human resource systems to better align with the organization's goals and improve efficiency.) |
| 8 | Employment Law. | Quiz 2 | PLO-2 CO-3 CLO-3  (Employment Law is linked to PLO-2, CO-3, and CLO-3 by focusing on the legal requirements and implications of human resource management.) |
| 9 | Mid-term. |  |  |
| 10 | Staffing | Case study on  Blinds To Go: Staffing a Retail Expansion  by [Fernando Olivera](https://store.hbr.org/search.php?search_query=Fernando%20Olivera&section=product),  [Ann C. Frost](https://store.hbr.org/search.php?search_query=Ann%20C.%20Frost&section=product),  [Ken Mark](https://store.hbr.org/search.php?search_query=Ken%20Mark&section=product) | PLO-1 CO-4 CLO-8  (Staffing is linked to PLO-1, CO-4, and CLO-8 by focusing on the recruitment and selection of employees who have the required skills and abilities to perform the job effectively.) |
| 11 | Training and Development | Assignment-4  TESCO Case | PLO-4 CO-4 CLO-5  (Training and Development is linked to PLO-4, CO-4, and CLO-5 by focusing on the development of employees' skills and abilities to improve job performance and achieve the organization's goals.) |
| 12 | Performance Management | (Deloitte case study)  Quiz 3 | PLO-4 CO-4 CLO-5  (Performance Management is linked to PLO-4, CO-4, and CLO-5 by focusing on the process of setting goals, measuring progress, providing feedback, and evaluating performance to improve job performance.) |
| 13 | Compensations |  | PLO-5 CO-4  (Compensations is linked to PLO-5 and CO-4 by focusing on how to design compensation and reward systems to attract, retain, and motivate employees.) |
| 14 | Competency Based HRM/Talent management | Quiz 4 | PLO-3, CO-3, CLO-6 (Competency Based HRM/Talent management is linked to PLO-3, CO-3, and CLO-6 as it aims to develop and manage competencies of employees to align with the organization's strategic goals, objectives, and business outcomes.) |
| 15 | Presentations. | Presentation |  |
| 16 | Final Term Examination |  |  |

|  |
| --- |
| **Primary Text Book (s):** |
| * Strategic Human Resource Management by Jeffery O Mello. 4rth Edition. |

|  |
| --- |
| **Reference / Supplementary Reading (s):** |
| * De Cieri, H. L., Kramer, R., Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2003). *Human resource management in Australia. Strategy-people-performance*. McGraw-Hill Education. |

|  |
| --- |
| **Useful Online / Web Resources:** |
| * https://www.youtube.com/watch?v=SYeJgQ5bb68 * https://www.youtube.com/watch?v=-VK0axfge4A |