

## HRM – Policy & Strategy

### Course Objectives

The primary objective of this elective is about both the design and execution of human resource management strategies. This course make students to think systematically and strategically about aspects of managing the organization's human assets, and teaches what needs to be done to implement these policies and to achieve competitive advantage.

### Syllabus

The implementation of strategy and alignment of human resource practices required to make the strategy work. Key HR levers available to managers in the development of an effective work system, including competency maps, investing in people (training and development), participation and involvement (team- based systems), measurement and information sharing.

### Expected Outcome

Upon completion of this course, the students will be able to: 1. Understand the relationship between human resource management strategy and organisational performance 2. Evaluate the impact of human resource management strategies, concepts and values upon the organisation's success 3. Understand a range of human resource management activities (e.g. HRM structures, policies, policy formulation, competency models in HR)

### References

1. Phillips, J.M: Strategic Staffing. Pearson.
2. Phillips, J.M. and Gully, S.M: Strategic Staffing. Pearson
3. James N. Baron and David M. Kreps: Strategic Human Resources – Frameworks for General Managers, Wiley.
4. Scott Snell, George Bohlander and Veena Vohra: Human Resources Management – A South Asian Perspective, Cengage Learning.
5. Merchant, A. K. & Van der Stede, W. A., Management Control Systems: Performance Measurement, Evaluation and Incentives, Financial Times/ Prentice Hall.
6. Tanuja Agarwala: Strategic Human Resource Management, Oxford.
7. Charles R Greer: Strategic Human Resource Management – A General Managerial Approach, Pearson Education.
8. C. Appa Rao: Strategic Human Resource Management, Dreamtech Press.

9. Lipe, M. G. & Salterio, S., A note on the Judgmental Effects of the Balanced Scorecard's Information Organization, *Accounting, Organization and Society* 27, 2002, 531 – 540.  
[http://www2.nkfust.edu.tw/~percy/Report19/judgmental\\_effects\\_of\\_BSC\\_information\\_organization.pdf](http://www2.nkfust.edu.tw/~percy/Report19/judgmental_effects_of_BSC_information_organization.pdf)

10. Five Levers of Effective Change in HR, <http://www.bsherman.net/change.htm>

11. Taking HR to Next Level, Deloitte  
[http://public.deloitte.com/media/0524/us\\_bnet\\_takinghrnextlevel\\_Feb08.pdf](http://public.deloitte.com/media/0524/us_bnet_takinghrnextlevel_Feb08.pdf)

## COURSE PLAN

1 Business Strategy and HR Strategy Concepts: Understanding of strategic management concepts – strategy development process, peculiarities of global strategic management, organizational and HRM strategies, formulation of alternative business unit level strategies, collaborative strategies, Strategic planning & HR planning steps, MNC's business strategies and HRM strategies; Paradigm Shifts (post recession) – Shifts in global business, shifts in HRM, shifts in industrial relations; downsizing and rightsizing.

### 2 (a) Strategic Human Resources Management:

Concept of SHRM-objectives, scope, functions; Strategic role of SHRM; Difference between traditional HRM and SHRM; Essential elements of SHRM; Approaches to SHRM; Strategic fit; Strategic HRM Models; HRM structures and Policy – HR Policy formulation in alignment with Business Strategy;

#### First Internal Examination

2 (b) Strategic Staffing -Business and Staffing Strategies, Legal Context of Staffing Strategic, Identifying Recruits, Recruiting, Assessing External Candidates Assessing Internal Candidates, Choosing and Hiring Candidates, Managing Workforce Flow, Staffing System Evaluation and Technology; Outsourcing

3 Competency based HRM: Types of competencies, coverage and content of competency framework, competency models used to enhance HRM system, developing a competency model, validating competency models, integrating competency models into HRM systems,; Competency Assessment Centre (CAC) – establishing CAC, communicating and implementing competency models.

#### Second Internal Examination

4 Strategic Performance Management (PM)and reward practices: PM system - characteristics of an ideal PM system; six-step performance management process, linkage of PM systems to the strategic planning process of an organization; performance and approaches to the measurement of performance, performance dimensions, discuss the behaviour, results, and traits approaches to

measuring performance; measuring results vs. behaviours; comparative systems vs. absolute systems; recording of performance information is gathered; various forms and characteristics of performance appraisal documents; 360 degree feedback systems; prevention of rating distortion through Rater training; appeals process;

5 HR Information Management System (HRIMS): HRIMS – need, benefits, types of HRIMS data; productive HRIMS; calculation of turnover, computing the turnover rate, computing absenteeism rates, costs of absenteeism.

Final Examination