



GUJARAT TECHNOLOGICAL UNIVERSITY
Syllabus for Master of Business Administration (Part time), 4th Semester
Specialization: Human Resource Management (HRM)
Subject Name: Strategic Human Resource Management
Subject Code: 5549903

1. Learning Outcome:

Learning Outcome Component	Learning Outcome
Business Environment and Domain Knowledge (BEDK)	Understand business changes at the global level & related changes in the design and applications of HR subsystems.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	Select appropriate data and analyze the same for corrective and innovative actions in the present and for the future.
Global Exposure and Cross-Cultural Understanding (GECCU)	Analyze global HR practices, their context and developments based on the organization data.
Social Responsiveness and Ethics (SRE)	Appreciate the design fundamentals of HR subsystems and reframe the same to create an ethical and responsible organization.
Effective Communication (EC)	Acquire skills of data collection and reporting for futuristic decision making and implementation.
Leadership and Teamwork (LT)	Designing an integrative culture and system for predictive analytics and strategic decision making.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 5549903	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1 Understand business changes at the global level & related changes in the design and applications of HR subsystems.	3	3	1	0	3	3	1	0	3
LO2 Select appropriate data and analyze the same for corrective and innovative actions in the present and for the future	3	3	3	3	2	3	2	1	3
LO3 Analyze global HR practices, their context and developments based on the organization data.	3	3	3	1	3	2	1	1	3
LO4 Appreciate the design fundamentals of HR subsystems and reframe the same to create an ethical and responsible organization.	3	2	3	3	1	3	3	1	3
LO5 Acquire skills of data collection and reporting for futuristic decision making and implementation.	3	1	3	3	1	3	3	0	1
LO6 Designing an integrative culture and system for predictive analytics and strategic decision making.	3	3	3	3	2	3	3	2	3



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2. **Course Duration:** The course duration is of 40 sessions of 60 minutes each.

3. **Course Contents:**

Module No:	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Strategic Human Resource Management</p> <ul style="list-style-type: none"> • Introduction to the Micro and Macro dimensions of HRM • Business Strategy & HR– Introduction to Market driven & resource driven strategy and its implications on HRM • Role of HR as a strategic Business Partner - Role of Human Resources in Strategy Formulation: Integrating Human Resources in Strategic Decisions; HRS and HRIS <p>Introduction HR Analytics – A tool for strategic decision making</p> <ul style="list-style-type: none"> • HR Decision making. • Concept & significance of HR Analytics, • Role of Analytics, HR Analytics and business linkages, • Valuing HR Analytics in the organizational system • Prerequisites of HR Analytics, • Analytical capabilities, Analytic value chain, Analytical Model, • Typical application of HR analytics-Predictive HR Analytics. • HR Analytics and changing role of HR manager. 	10	17
II	<p>Strategic approach to Talent Acquisition System</p> <ul style="list-style-type: none"> • Manpower planning, Recruitment, Selection, Induction, Orientation and Placement. • Development of HRIS for talent acquisition system. <p>Strategic approach to Talent Development system</p> <ul style="list-style-type: none"> • Training and Development • Management Development • Performance Management System(PMS) • Career Development System <p>Designing systems to Prevent Skill Obsolescence. Strategizing for reduction for career Plateauing.</p>	10	18
III	<p>Strategic approach to Talent Retention system</p> <ul style="list-style-type: none"> • Organization culture and interpersonal relationship <p>Designing an evaluations and feedback system on relevant HR processes for improving employee</p>	10	18



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	<p>relations and setting the organizational direction for the future.</p> <ul style="list-style-type: none"> • Organization building culture and interpersonal relationship. • Redesigning Talent acquisition procedure. • Organizational restructuring • Redesigning financial and Non-financial motivations. 		
IV	<p>HR Analytics Frameworks: (a) LAMP framework; (b) HCM: 21 Framework and (c) Talent ship Framework. 5 overarching components of an effective Analytics framework HR Business processes and HR Analytics.</p> <ul style="list-style-type: none"> • Metrics for various HR subsystems. • HR Scorecard • HR Dash Boards • Data Analytics for HR- tools, techniques & tests (Parametric and Non –Parametric) <p>HR Analytics and Predictive Modeling</p> <ul style="list-style-type: none"> • Different phases of HR Analytics and HR Predictive modeling. • Data and information for HR Predictive analysis. • Tools and Techniques for Predictive analysis 	10	17
V	<p>Practical: Students are required to select one company hypothetically</p> <ul style="list-style-type: none"> • Link company’s business strategies with HR strategies. Example – strategic role of HR during Pre and Post mergers & acquisition • Defining HR Metrics and developing Dash Boards for any given Organization. 		30 (marks CEC)

4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation: Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	Continuous Evaluation Component	30 marks
	Class Presence & Participation	10 marks
	Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)



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5. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication /Edition
1.	Dipak Kumar Bhattacharyaa	HR Analytics-undertaking theories and applications	Sage/texts	Latest
2	Pulak Das	Strategic Human Resource management	Cengage Learning	Latest
3	Charles R. Greer	Strategic Human resource management	Pearson	Latest
4	Jeffrey A Mello	Strategic HRM Cengage	Cengage Learning	Latest
5	Tanuja Agarwala	Strategic HRM	Oxford	Latest
6	Edwards Martin R, Edwards Kirsten	Predictive HR Analytics: Mastering the HR Metric	Kogan Page	
7	Fitz-enz Jac	The new HR analytics: predicting the economic value of your company's human capital investments	AMACOM	Latest
8	Fitz-enz Jac, Mattox II John	Predictive Analytics for Human Resources	Wiley	Latest
9	Becker, B. E., Huselid, M. A., & Ulrich, D.	The HR scorecard: Linking people, strategy, and performance	Harvard Business Press	Latest
10	Ulrich, D. & Brockbank, W.	The HR Value Proposition	Harvard Business School Press	Latest
11	Susan E. Jackson, Angelo DeNisi, and Michael A. Hitt	Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management	Jossey – Bass	Latest

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

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

- 1 International Journal of strategic human management
2. Asian Journal of Management Cases
3. Harvard Business Review
4. Global Business Review
5. South Asia Economic Journal
6. Economic & Political Weekly, Business India / Business World, Mint