

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Department of Business Administration)**

STRATEGIC HUMAN RESOURCE MANAGEMENT (8704)

SEMESTER: SPRING, 2014

CHECKLIST

This packet comprises the following material:

1. Text Book
2. Course Outline
3. Assignment No. 1 and 2
4. Assignment Forms (2 sets)

In this packet, if you find anything missing out of the above-mentioned material, please contact at the address given below:

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WARNING

- 1. PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
- 2. SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Course: Strategic Human Resource Management (8704) **Semester:** Spring, 2014
Level: MS (Management Sciences)

GUIDELINES FOR ASSIGNMENT No. 1 & 2:

The student should look upon the assignments as a test of knowledge, management skills, and communication skills. When you write an assignment answer, you are indicating your knowledge to the teacher:

- Your level of understanding of the subject;
- How clearly you think?
- How well you can reflect on your knowledge & experience?
- How well you can use your knowledge in solving problems, explaining situations, and describing organizations and management?
- How professional you are, and how much care and attention you give to what you do?

To answer a question effectively, address the question directly, bring important related issues into the discussion, refer to sources, and indicate how principles from the course materials apply. The student must also be able to identify important problems and implications arising from the answer.

For citing references, writing bibliographies, and formatting the assignment, APA format should be followed.

ASSIGNMENT No. 1

(Units: 1-5)

Total Marks: 100

Pass Marks: 50

- Q. 1 What is meant by investment in training and development? Also explain the role of strategic training and development in success of an organization with suitable examples. (20)

- Q. 2 Discuss in detail, why it is necessary for managers to have awareness of human resource environment? (20)
- Q. 3 Explain strategic impact of legal environment on the human resource management practices of an organization? (20)
- Q. 4 How human resources and human resource management can play major roles in organization's overall strategy? (20)
- Q. 5 Discuss the concept of strategic human resource planning in relation to the organizations working in Pakistan. (20)

ASSIGNMENT No. 2

(Units: 6–9)

Total Marks: 100

Pass Marks: 50

- Q. 1 How can an organization cope with surplus and shortage of human resources? Explain the different ways with suitable examples. (20)
- Q. 2 Discuss several strategically oriented compensation approaches in relation to the organizations working in Pakistan. (20)
- Q. 3 What is meant by employee development? Explain different methods of employee development with the help of suitable examples. (20)
- Q. 4 Critically analyze this statement “performance effects of human resource practices and systems are contingent on business strategies and contextual factors”. (20)
- Q. 5 What is meant by human resource evaluation? Discuss different approaches to evaluation. (20)

STRATEGIC HUMAN RESOURCE MANAGEMENT (8704)

DETAILED COURSE OUTLINE

Unit No. 1 –Investment Perspective of Human Resources

- 1.1 HR investment Considerations
- 1.2 Investments in Training and Development
- 1.3 Investments Practices For Improved Retention
- 1.4 Investments in Job-Secure Workforces
- 1.5 Ethical Implications of Employment Practices
- 1.6 Nontraditional Investment Approaches

Unit No. 2 –Human Resource Environment

- 2.1 Technology and Organization Structure
- 2.2 Worker Values and Attitudinal Trends
- 2.3 Management Trends
- 2.4 Demographic Trends
- 2.5 Trends in Utilization of HR
- 2.6 International Developments

Unit No. 3 –HR Legal Environment

- 3.1 Equal Employment Opportunity
- 3.2 Compensation
- 3.3 Employee Relations
- 3.4 Labor Relations and Collective Bargaining
- 3.5 Emerging Issues
- 3.6 Strategic Impact of Legal Environment

Unit No. 4 – Strategy Formulation

- 4.1 Importance of HR to Strategy
- 4.2 Theoretical Foundations
- 4.3 International Strategy
- 4.4 HR Contributions to Strategy
- 4.5 Strategy Driven Roles Behaviors and Practices

- 4.6 Strategic HR Activity topology
- 4.7 Classifying HR Types
- 4.8 Organizational Learning in International Alliances
- 4.9 Integration of Strategy and HR Planning
- 4.10 HR Manger and Strategic Planning

Unit No. 5 –Strategic Role of HR Planning

- 5.1 Developmental Planning For Strategic Leadership
- 5.2 Assessment of Strategic Alternatives
- 5.3 Contribution to Strategic HRM
- 5.4 Strategic Salary Planning
- 5.5 Managerial Issues in Planning
- 5.6 Selecting Forecasting Techniques
- 5.7 Forecasting Supply of HR
- 5.8 Forecasting Demand of HR

Unit No. 6 – Strategy Implementation: Workforce Utilization and Employment Practices

- 6.1 Efficient Utilization of HR
- 6.2 Dealing with Employee Shortages
- 6.3 Selection of Employees
- 6.4 Dealing with Employee Surplus
- 6.5 Special Implementation Challenges

Unit No. 7 – Strategy Implementation: Reward and Development Systems

- 7.1 Strategically Oriented Performance Management Systems
- 7.2 Strategically Oriented Compensation Systems
- 7.3 Employee Development
- 7.4 Reward and Development Systems in Public/Private Sector of Pakistan

Unit No. 8 –Performance Impact of HR Practices

- 8.1 Individual High Performance Practices
- 8.2 Limitations of Individual Practices
- 8.3 Evolution of Practices
- 8.4 Systems of High Performance HR Practices

8.5 Universal Practices Vs. Contingency Perspectives

8.6 Performance Impact of HR Practices in Pakistan

Unit No. 9 – Human Resource Evaluation

9.1 Overview of Evaluation

9.2 Approaches to Evaluation

9.3 Prevalence of Evaluation

9.4 Evaluating Strategic Contributions of Traditional Areas

Recommended Books:

Greer C. R. (2008). *Strategic Human Resource Management, a General Managerial Approach* (2nd ed.). Delhi: Dowling Kindersley.

Armstrong M., & Baron A. (2002). *Strategic Human Resource Management, The Key to Improve Business Performance*. London: CIPD

Armstrong M., & Baron A. (2008). *Strategic Human Resource Management, a Guide to Action* (8th ed.). USA: Kogan Page Ltd

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