

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

STRATEGIC HUMAN RESOURCE MANAGEMENT (8538)

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 (8538) Semester: Spring, 2014
Level: MBA

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

Total Marks: 100

Pass Marks: 50

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the issue allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following issues according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select issue # 0 (the last digit): -

List of Topics

- 0) Collective bargaining
- 1) Strategic salary planning
- 2) HR forecasting techniques
- 3) Investment in training
- 4) Employee development
- 5) HR manager
- 6) Human resource evaluation
- 7) Dealing with employee shortages
- 8) Dealing with employee surplus
- 9) Efficient utilization of HR

The report should follow the following format:

1. Title page
2. Acknowledgements
3. An abstract (one page summary of the paper)

4. Table of contents
5. Introduction to the issue (brief history & significance of issue assigned)
6. Practical study of the organization (with respect to the issue)
7. Data collection methods
8. SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the issue assigned
9. Conclusion (one page brief covering important aspects of your report)
10. Recommendations (specific recommendations relevant to issue assigned)
11. References (as per APA format)
12. Annexes (if any)

GUIDELINES FOR PRESENTATION:

- Make eye contact and react to the audience. Don't read from the transparencies or from report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

WEIGHTAGE OF THEORY & PRACTICAL ASPECTS IN ASSIGNMENT # 2 & PRESENTATIONS:

Assignment # 2 & presentations are evaluated on the basis of theory & its applicability. The weightage of each aspect would be:

Theory:	60%
Applicability (practical study of the organization):	40%

**Strategic Human Resource Management (8538)
Detailed Course Outline**

Unit–1 Investment Perspective of Human Resource

- 1.1 HR Investment Considerations
 - 1.1.1 Risk and Return on Investment in HR
 - 1.1.2 Economic Rationale for Investment in Training
 - 1.1.3 Utility Theory and Outsourcing
- 1.2 Investments in Training and Development
 - 1.2.1 Investment in Employability
 - 1.2.2 Current Practices in Training Investment

- 1.2.3 Investment in Management Development
- 1.2.4 Prevention of Skill Obsolescence
- 1.2.5 Reductions in Career Plateauing
- 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–2 Human Resource Environment

- 2.1 Technology and Organization Structure
- 2.2 Worker Values and Attitudinal Trends
- 2.3 Management Trends and Demographic Trends
- 2.4 Trends in Utilization of HR
 - 2.4.1 Telecommuting
 - 2.4.2 Relocation of Work
 - 2.4.3 Growing Use of Temporary and Contingent Employees
 - 2.4.4 Factors Promoting Use of Temporary or Contingent Employees
 - 2.4.5 Factors Limiting Use of Temporary or Contingent Employees
 - 2.4.6 Employee Leasing
- 2.5 International Developments
 - 2.5.1 Global Competition and Global Sourcing of Labor

Unit–3 The HR Legal Environment

- 3.1 Equal Employment Opportunity
- 3.2 Compensation
- 3.3 Employee Relations
 - 3.3.1 Negligent Hiring
 - 3.3.2 Immigration
 - 3.3.3 Employment at Will
 - 3.3.4 Safety
- 3.4 Labor Relations and Collective Bargaining
- 3.5 Emerging Issues
 - 3.5.1 Employment Practices Liability Insurance
 - 3.5.2 Genetic Testing
- 3.6 Strategic Impact of Legal Environment

Unit–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 Integration of Strategy and HR Planning
- 4.8 HR Manger and Strategic Planning

Unit-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 Selecting Forecasting Techniques
- 5.6 Forecasting the Supply of HR
 - 5.6.1 Replacement Charts, Succession Planning, Markov Analysis, Renewal Models
 - 5.6.2 Computer Simulation Utilization of Supply Forecasting Techniques
- 5.7 Forecasting the Demand of HR
 - 5.7.1 Heuristics, Rules of Thumb and Delphi Technique
 - 5.7.2 Operations Research and Management Science Techniques
 - 5.7.3 Regression Analysis
 - 5.7.4 Utilization of Demand Forecasting Techniques

Unit-6 Strategy Implementation: Workforce Utilization and Employment Practices

- 6.1 Efficient Utilization of HR
 - 6.1.1 Cross Training and Flexibility in Assigning Work
 - 6.1.2 Using Work Teams
 - 6.1.3 Operating on a Non Union Basis
- 6.2 Dealing with Employee Shortages
 - 6.2.1 Strategic Recruiting
 - 6.2.2 Special Recruiting for Minorities and Females
 - 6.2.3 Flexible Retirement as a Source of Labor
 - 6.2.4 Managing Vendors of Outsourced Functions
- 6.3 Selection of Employees
- 6.4 Dealing with Employee Surplus

- 6.5 Special Implementation Challenges
 - 6.5.1 Career Path for Technical Professionals
 - 6.5.2 Dual Career Couples

Unit–7 Strategy Implementation: Reward and Development Systems

- 7.1 Strategically Oriented Performance Management Systems
 - 7.1.1 Performance Measurement Approaches
 - 7.1.2 Performance Evaluation of Executives
 - 7.1.3 Effectiveness of Performance Management
- 7.2 Strategically Oriented Compensation Systems
 - 7.2.1 Strategic Inadequacies of Traditional Compensation Approaches
 - 7.2.2 Skill Based Pay, Broadbanding, Team Based Pay
 - 7.2.3 Variable Compensation
 - 7.2.4 Executive Compensation
- 7.3 Strategically Oriented Employee Development
 - 7.3.1 Training Programs and Training Methods
 - 7.3.2 Management Development for International Assignments
 - 7.3.3 Product Life Cycles and Managerial Fit: Development Vs. Selection

Unit–8 The Performance Impact of HR Practices

- 8.1 Individual High Performance Practices
 - 8.1.1 Compensation
 - 8.1.2 Diversity
 - 8.1.3 Employment
 - 8.1.4 Industrial Relations
 - 8.1.5 Internal Labor Market
 - 8.1.6 Motivation
 - 8.1.7 Staffing, Training and Performance Management
- 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

Unit–9 Human Resource Evaluation

- 9.1 Overview of Evaluation
- 9.2 Approaches to Evaluation
 - 9.2.1 Audit Approaches, Analytical Approaches
 - 9.2.2 Quantitative and Qualitative Measures

- 9.2.3 Outcome and Process Criteria
- 9.2.4 Balanced Scorecard Perspective
- 9.2.5 Benchmarking
- 9.2.6 Industry Influences
- 9.3 Prevalence of Evaluation
- 9.4 Evaluating Strategic Contributions of Traditional Areas
 - 9.4.1 Equal Employment Opportunity and Management of Diversity
 - 9.4.2 Quality Readiness
 - 9.4.3 Macro Level Evaluation of HR Effectiveness

Recommended Book:

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

Additional Books:

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.

