

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

STRATEGIC HUMAN RESOURCE MANAGEMENT (9510)

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:

Deputy Registrar
Mailing Section, Block-28
Allama Iqbal Open University
H-8, ISLAMABAD

Ms. Beenish Ehsan
Course Coordinator

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

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 (9510) Semester: Spring, 2014
Level: PGD (Human Resource Management)

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 and 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 Define strategic human resource management. Also discuss the concept of investment in job secure workforces. **(20)**
- Q.2 Discuss the following with suitable examples.
- i) HR Investment Considerations
 - ii) Nontraditional Investment Approaches **(10+10)**

- Q. 3 Discuss the relationship between technology and organizational structure. Also explain the management trends prevailing in Pakistan. (20)
- Q. 4 What is meant by Equal Employment Opportunity? Discuss with suitable examples of organizations working in Pakistan. (20)
- Q. 5 Explain the meaning of integration of strategy and HR planning. Also discuss the conditions under which integration may not be appropriate. (20)

ASSIGNMENT No. 2

(Units: 1–9)

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 topic allotted to you to be submitted to your teacher for evaluation.

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

Topics

- 0) Investment in training
- 1) Collective bargaining
- 2) Strategic salary planning
- 3) HR forecasting techniques
- 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 topic (brief history & significance of topic assigned)
- 6) Practical study of the organization (with respect to the topic)
- 7) Data collection methods
- 8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 9) Conclusion (one page brief covering important aspects of your report)

- 10) Recommendations (specific recommendations relevant to topic assigned)
- 11) References (as per APA format)
- 12) Annexes (if any)

GUIDELINES FOR ASSIGNMENT # 2:

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

WORKSHOPS

The workshop presentations provide you opportunity to express your communication skills, knowledge & understanding of concepts learned during practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

The transparencies should follow the following format:

- 1) Title page
- 2) An abstract (one page summary of the paper)
- 3) Introduction to the topic (brief history & significance of topic assigned)
- 4) Practical study of the organization (with respect to the topic)
- 5) Data collection methods
- 6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 7) Conclusion (one page brief covering important aspects of your report)
- 8) Recommendations (specific recommendations relevant to topic assigned)

GUIDELINES FOR WORKSHOP 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 & WORKSHOP PRESENTATIONS

Assignment # 2 & workshop 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%

PREPARE ASSIGNMENTS AS PER THESE GUIDELINES AND IT MAY BE RE-EVALUATED BY THE QUALITY ASSURANCE CELL, DEPARTMENT OF BUSINESS ADMINISTRATION, AIOU, ISLAMABAD AT ANY TIME.

STRATEGIC HUMAN RESOURCE MANAGEMENT (9510) **Detailed Course Outline**

Unit-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 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
- 2.5 International Developments

Unit-3 The HR Legal Environment

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

Unit-4 Strategy Formulation

- 4.1 Importance of HR to Strategy
- 4.2 International Strategy
- 4.3 HR Contributions to Strategy
- 4.4 Strategy Driven Roles Behaviors and Practices
- 4.5 Strategic HR Activity Topology
- 4.6 Integration of Strategy and HR Planning
- 4.7 HR Manager 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

Unit-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
 - 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
- 7.2 Strategically Oriented Compensation Systems
- 7.3 Employee Development

Unit-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

Unit-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 Book:

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

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.

=====