



DR. BABASAHEB AMBEDKAR OPEN UNIVERSITY
SCHOOL OF COMMERCE & MANAGEMENT
B.B.A. (Bachelor of Business Administration)
SEMESTER –5 (Credit -4)
DSE 1 (HR)
Strategic HRM

S.N	Unit	Writers Name and Contact No.
1	Introduction to Strategic HRM <ul style="list-style-type: none">• Introduction• Meaning and definition of SHRM• Evolution of SHRM• Difference between traditional HRM and SHRM• Objectives of Strategic HRM• Importance of SHRM in organizations• Role of HR as a strategic partner• Levels of strategy in organizations• SHRM and competitive advantage• Challenges in Strategic HRM• Emerging trends in SHRM• Exercise	
2	Business Strategy and HR Strategy <ul style="list-style-type: none">• Introduction• Concept of business strategy• Types of business strategies• Strategic management process• Alignment of HR strategy with business strategy• Vertical and horizontal fit• Role of HR in strategy formulation• HR strategy models• Environmental scanning for HR strategy• Stakeholders in HR strategy• Barriers to HR business alignment• Exercise	
3	Strategic Workforce Planning <ul style="list-style-type: none">• Introduction• Concept of strategic workforce planning• Demand and supply forecasting• Workforce analytics• Skills and competency analysis• Talent segmentation• Succession planning	

	<ul style="list-style-type: none"> • Managing workforce diversity • Global workforce planning • Challenges in workforce planning • Exercise 	
4	Strategic Job Analysis and Design <ul style="list-style-type: none"> • Introduction • Job analysis from a strategic perspective (Strategic importance) • Job design approaches • Competency-based job design • Work redesign and reengineering • Flexible job structures • Job enrichment and enlargement • Role clarity and accountability • Impact of technology on job design • Job design and employee motivation • Exercise 	
5	Strategic Recruitment <ul style="list-style-type: none"> • Introduction • Strategic role of recruitment • Internal vs external recruitment • Strategic selection systems • Workforce diversity in hiring • Cost and quality considerations • Technology in recruitment • Measuring recruitment effectiveness • Exercise 	
6	Strategic Training and Development <ul style="list-style-type: none"> • Introduction • Learning as a strategic investment • Strategic training needs analysis • Competency development models • Leadership development programs • Management development strategies • Measuring training effectiveness • Role of HR in organizational learning • Exercise 	
7	Strategic Performance Management <ul style="list-style-type: none"> • Introduction • Performance management systems • Linking performance with strategy • Goal setting and alignment • Balanced Scorecard approach • Key performance indicators • Performance appraisal methods • Managing high performers • Performance feedback and coaching 	

	<ul style="list-style-type: none"> • Reward linkage with performance • Continuous performance improvements • Exercise 	
8	Strategic Compensation Management <ul style="list-style-type: none"> • Introduction • Strategic role of compensation • Pay-for-performance systems • Internal and external equity • Incentive and variable pay plans • Benefits as a strategic tool • Compensation benchmarking • Legal and ethical issues • Total rewards approach • Impact of compensation on retention • Exercise 	
9	Strategic Employee Engagement and Retention Management <ul style="list-style-type: none"> • Introduction • Concept and importance of employee engagement • Drivers of employee engagement • Linking engagement with organizational strategy • Employee experience as a strategic tool • Engagement measurement models and surveys • Psychological contract and employee commitment • Strategic retention management • High-potential employee retention strategies • Employer branding and employee value proposition (EVP) • Work-life balance and well-being strategies • Managing employee burnout and stress strategically • Exit management and retention analytics • Exercise 	
10	Strategic Industrial Relations and Labor Management <ul style="list-style-type: none"> • Introduction • Role of SHRM in industrial relations • Trade unions and management strategy • Collective bargaining strategies • Conflict management approaches • Employee participation in management • Labor laws and compliance • Managing discipline and grievances • Industrial harmony strategies • Impact of globalization on labor relations • Strategic role of IR in performance • Exercise 	
11	Strategic HR Metrics and Evaluation <ul style="list-style-type: none"> • Introduction • Concept of HR Metrics • HR scorecards • Key HR performance indicators 	

	<ul style="list-style-type: none"> • Benchmarking HR practices • Evaluating HR effectiveness • Cost–benefit analysis of HR practices • HR audit • Human capital measurement • Reporting HR outcomes • Using HR data for strategic decisions • Exercise 	
12	Strategic Change and HR Transformation <ul style="list-style-type: none"> • Introduction • Role of HR in change management • Types of organizational change • Managing resistance to change • HR restructuring and redesign • Downsizing and rightsizing • Digital transformation in HR • Measuring change outcomes • Exercise 	
13	Global and Ethical Strategic HRM <ul style="list-style-type: none"> • Introduction • Concepts of Global HRM • International staffing strategies • Cross-cultural management • Expatriate management • Global talent management • Ethical issues in SHRM • Corporate governance and HR • Diversity and inclusion strategies • Sustainability and green HRM • Managing HR risks globally • Exercise 	
14	Strategic HRM and Organizational Effectiveness <ul style="list-style-type: none"> • Introduction • SHRM and organizational performance • Human capital as a strategic asset • HR’s role in competitive advantage • Strategic HR benchmarking • HR best practices • Innovation and HR strategy, • Future of Strategic HRM • Aligning people strategy with outcomes • Challenges and opportunities in SHRM • Exercise 	