

Course Outline

Class:	PGD-HRM
Course:	MGT 512: Strategic Human Resource Management
Class Code/No.:	98688
Instructor:	Dr. Shahid Mir

Class details	
Class Timing and Room	2:30 – 5:45pm; C9, AMAN TOWER
Session Day(s)	Saturdays
Credit Hours:	3 Credit Hours
Course Prerequisites:	None
Consultation Time	Saturdays 1:00 – 2:30 pm
Email	smir@iba.edu.pk ;
Contact #	111-422-422 (IP: 2621); Cell #: 0336 8337869

Course Description
Strategic Human Resources Management course is based on a proactive approach to the strategic management of company's resources. The purpose is to learn and discuss the need for the strategic alignment of an organization's vision, mission, and strategy, with its organization design architecture and business strategy. You will deal with practical aspects of managing resources in the healthcare workplace in activities ranging from the assessment of the global environment to the identification of staffing needs and competencies that impact human resource decisions in improving overall patient health outcomes and delivery of health care services. There will be some workshops that are designed to evaluate your organizations by applying what you have learnt from the class. Latest trends and performance measurement techniques will be touched and there would be some exercises that would give you some hands-on exposure on how to design such KPI's/measurements in healthcare industry.

Course Learning Outcomes	Revised Bloom's Cognitive Level
<u>After taking this course, the participants will be able to:</u>	
1. Apply a strategic approach to conventional human resource management.	C3
2. Interpret the global human resources environment in which your organization operates	C3
3. Apply the different laws that affect the organization and discuss ethics in the workplace and a code of conduct for all employees.	C3
4. Examine the competency gaps in your organization or department.	C4

PGH HRM Program Learning Goals
1. Knowledge of All Business Disciplines <i>Students will be able to demonstrate understanding of theory and practice in relation to human resources functions.</i>
2. Glocal Mindset <i>Students will develop an appreciation of global best practices and learn to adapt them to local contexts.</i>
3. Critical Thinking <i>Students are able to develop a critical approach in theory and practice leading to effective human resources policy decision making</i>
4. Communication Skills <i>Students will be able to communicate effectively in wide variety of human resources settings, employing mediums such as written, oral and visual</i>
5. Ethics <i>Students will have an understanding and awareness of the ethical implications of their human resources decisions</i>

PGD HR Program Learning Goals (LGs)						
Course Outcomes (CLOs)		1.Knowledge of Core Disciplines	2.Glocal Mindset	3.Critical Thinking	4.Communication Skills	5.Ethics
	1	x	x			x
	2		x		x	
	3		x			
	4	x		x		

LEARNING GOALS	TRAITS	MEASURES
		(as per Marks Head)
1.Knowledge of Core Disciplines	1. Describe basic theories, frameworks and models of HR and business functions.	
2.Glocal Mindset	2. Analyze contemporary/modern HR practices in the local and global context.	
3.Critical Thinking	3. Evaluate multiple perspectives of Human Resources schools of thought and practice to develop and design effective Human Resource strategies.	
4.Communication Skills	4. Communicate effectively with written, oral, and visual means in work and life.	
5.Ethics	5. Creating an environment that fosters diversity, equal employment opportunity and respect for all stakeholders.	

Teaching and Learning Methodology
This course will build on presentations, videos, readings, case studies and assignments. All readings and case studies must be read before the class sessions. The LMS-SAKAI provides related readings, case studies and article assignments. This course rests on several components – self-study, case discussions and interaction: • Self-Study: Preparation in self-study by students before class to become familiar with new material and to stimulate thinking, generate ideas and questions. • Case study Analysis / Student-Instructor Interaction in the class. • Discussion of selected questions, finding of examples, answering of questions etc.

- Direct interaction between student and instructor before the class during the Group Discussions.
- Group project to practice and for application of concepts.
- Preparation of short assignments by students before class.
- Final report project (and then class discussion) on a selected topic.

Ses#	Topics	Case	Chapters/ Readings
1	The External Environment and Your Organization • Introductions and a Model for Strategic Human Resources • Global Picture and Perspectives • Evaluating a Company's Resources and Competitive Position		Ch 1-3 [JM]
2	Recruitment and attracting human capital • Hiring the right person, principles of Recruitment, Need for recruitment, alternatives to recruitment, cost of recruitment and selection • Hiring for attitude and train for skills • why new employees fail and factors contributing • Developing process flow of recruitment and questionnaires	SG Cowen	Ch 8-9 [JM]
3	Understanding Your Human Resources Customers • Human Resources Stakeholders		Ch 4-5 [JM]
4	Understanding People • Staffing Needs and Options • Core Competencies • Employee Development		Ch 5-6 [JM]

	Recruitment Strategies		
5	Training and Development of Human Resource - The need for training and development - Basic concepts and significance of training and development - HRM approaches to training and development - Linkage between strategy and training - The process of training and development		Ch 9 [JM]
6	Performance Management - Understanding the Value of Performance Management - Performance Appraisal System - Delivering Employee Feedback - Assessing Willingness to Work - Compensation and Reward System - Coaching		Ch 10 [JM]
Midterm Exam			
7	Compensation and Rewards Management - Compensation and rewards - Compensation and rewards determinants - Compensation and rewards approaches - Pay for performance approaches - Equity in reward decisions - Trends in top level executive compensation		Ch 11 [JM]
8	Building Human Resources Strategy - Concepts and Techniques for Crafting and Executing HR Strategy - Human Resources Strategy - Organization Structure and Control		Ch 3, Ch 5 [JM]

	- Restructuring and SHRM in healthcare Organizations - Succession Planning		
9	Role of Business Ethics in Human Resources Ethics and Corporate Social Responsibility Corporate Culture and Leadership: Key to Good Strategy Execution		Ch 2, Ch 12 [JM]
10	Human Resources Trends, Implications and Metrics - Health care is fundamentally about people caring for people - Automation in Human Resource Management Systems (enterprise resource management and planning) - ERP and EMR - Healthcare globalization - Workforce expansion for hospital recruitment Balanced Scorecard Overview		Ch 14 [JM]
11	Safety, Comfort and Security - Wellness and wellbeing of employees - Work life balance and development of work-life balance HRM approaches to work-life integration		Ch 12 [JM]
12	Report Review and Presentations		
Final Exam			

Textbook and Course Material

Recommended Text:

1. Strategic Human Resource Management (Latest Edition) by Jeffrey A. Mello [JM]

Reference Text:

1. Crafting and Executing Strategy 15th ed by Thompson Jr., A.J. Strictland III, John E. Gamble. McGraw-Hill Irwin
2. HR Management by Pynes and Lombardi
3. Cases in Organizational Behavior (Harvard/Ivey)
4. Harvard Business Review Case Studies

Prerequisite Skills and Knowledge to take this Course
None

Assignments and Quizzes: DEADLINES AND DUE DATES:

Assessment	Due Date	Remarks
Assignment 1	4 th Session	See details on LMS-SAKAI & Pack
Assignment 2	8 th Session	See details on LMS-SAKAI & Pack

Marks Distribution					
Marks Head	Total Frequency	Total Exempted	Marks /Frequency	Total Marks /Head	Learning Outcomes
Assignment	2	0	5	10	CLO 2
Quiz (n-1)	3	n-1	5	5	CLO 2
Class Participation	1	0	10	20	CLO, 1, 2, 3 and 4
Mid Term Paper	1	0	25	25	CLO 1 and 3
Term Project	1	0	10	10	CLO 3, 4
Final presentation	1	0	5	5	CLO 1 and 3
Final Paper	1	0	30	25	CLO, 1, 3 and 4
Total Marks				100	

Class participation
- Weak (0-1) - Poor class participation, mostly cold calls - Wrong facts / data in class about the case - Creating disruption and not allowing other participants to speak - Adequate to Good (1-2) - Shows comprehension of the case and the reading - Speaks coherent manner and understandable way - Presents ideas and argument clearly

- Provides key elements of the case, basic facts/knowledge of the case during the discussion
3. Very Good (2-3)
- Shows advance level of case knowledge
 - Shows basic competence in synthesis and critical thinking
 - Logically organized ideas
 - Clear thoughts about the case issues and analysis of different alternatives
 - confidently defending argument and position in the class discussion
4. Excellent (3-4)
- Well organized and structured ideas without errors
 - Shows clear understanding about case concepts (both core Issues and conceptual issues)
 - Strong evidence of critical thinking and intellect
 - Ability to perform critical analyses, identification of dilemmas, and tensions points,
 - Able to identify paradoxes and presents arguments around it
 - Ability to present arguments from thinking two opposite ideas at the same time during the class discussion
 - Shows ability to Synthesis – connections of various ideas
 - Shows ability to develop an idea, build content and Substance and able to develop real application and action plan
5. Exceptional in all respect (4-5)
- Original thinking and creative ideas and sound action Planning abilities
 - Generated new thinking in the class and added new dimension in the class discussion about the case
 - Very high level of synthesis of ideas and application
 - Extension of the case / class contents / objectives
 - Demonstrates very high level of intellectual rigor in the class

Above scale will be followed while assessments in multiple sessions where discussions are of vital importance which are not restricted to only case-based sessions.

Comments and/or Suggestions

Students may see the faculty any time in case of any problem or issue that needs attention.

Technology Requirements

Multi-Media equipped classroom with Internet Access and MS Office

Academic Conduct

At IBA academic honesty is mandatory. Absolutely no plagiarism/ cheating in any examination, quiz, assignment, report, and/or presentation by any student is tolerated. Each case is decided on its own merit in accordance with notified plagiarism policies. All classrooms

are cell phone free zones. Permission to attend to emergencies is to be obtained from the respective faculty. Sports / music playing and /or other activities on campus during class timings, especially near classrooms are not allowed.

Attendance Policy

A distinguishing feature of the IBA is its adherence to the academic calendar. A detailed program is provided on the first day of every semester. Students are required to attend lectures, laboratory sessions, seminars and fieldwork as may be specified for a course each semester.

Attendance is recorded at the beginning of each session. Late comers are marked absent even if they are late by a minute. No excuses are accepted. If a student accumulates more than the permissible number of absences, he/she is not permitted to sit for the final examination. Full-time students are allowed 6 absences in a 1hour course, 4 in a 75 or 90-minute course and 3 during a summer course. Part-time/evening students are allowed 7 absences in a regular semester (75-minute) course and 5 in a summer semester course. Also, participants of PGD-HRM are allowed 3 absences in 12 sessions i.e. 75% attendance is the minimum.

In general, IBA stipulates a minimum of 90% attendance for full-time students and 75% for part-time students. Students are not allowed to remain absent on the first and last day of the semester. Serious action is taken against those who violate this rule.

Plagiarism Policy

IBA considers plagiarism as "taking and using the thoughts, writings, and inventions of another person as one's own" (Concise Oxford Dictionary). Plagiarism manifests itself in various forms. These include but are not limited to the following:

- “Verbatim copying, near-verbatim copying, or purposely paraphrasing portions of another author's paper or unpublished report without citing the exact reference.
- Copying elements of another author's paper, such as equations or illustrations that are not common knowledge or copying or purposely paraphrasing sentences without citing the source.
- Verbatim copying portions of another author's paper or from reports by citing but not clearly differentiating what text has been copied (e.g. not applying quotation marks correctly) and /or not citing the source correctly”.
- "The unacknowledged use of computer programs, mathematical / computer models /algorithms, computer software in all forms, macros, spreadsheets, web pages, databases, mathematical deviations and calculations, designs models / displays of any sort, diagrams, graphs, tables, drawings, works of art of any sort, fine art pieces or artifacts, digital images, computer-aided design drawings, GIS files, photographs, maps, music / composition of any sort, posters, presentations and tracing."
- "Self-plagiarism, that is, the verbatim or near-verbatim re-use of significant portions of one's own copyrighted work without citing the original source." IBA aims to help all stakeholders recognize and avoid plagiarism. The punishment for the offence ranges from a warning to expulsion from IBA for a period of three years. For further details please consult IBA’s handbook on plagiarism.

Withdrawal Policy

Full-time students are allowed to withdraw from one course in a semester if such withdrawal helps the student in improving his/her performance in the remaining courses.

The withdrawal must be sought on prescribed forms within one week of the second term examination result. Withdrawal from a course is not treated as failure. However, once a student has accumulated more than the permissible absences in any course, he/she is not allowed to withdraw from that course and is awarded an 'F'. Part-time students are allowed to withdraw from some or all of the courses for which they have registered in a semester.

Permission to withdraw from a course must be made on the prescribed form available from the Program office within one week of the second term examination result or within one week after the announcement of midterm examination results in the summer semester.

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