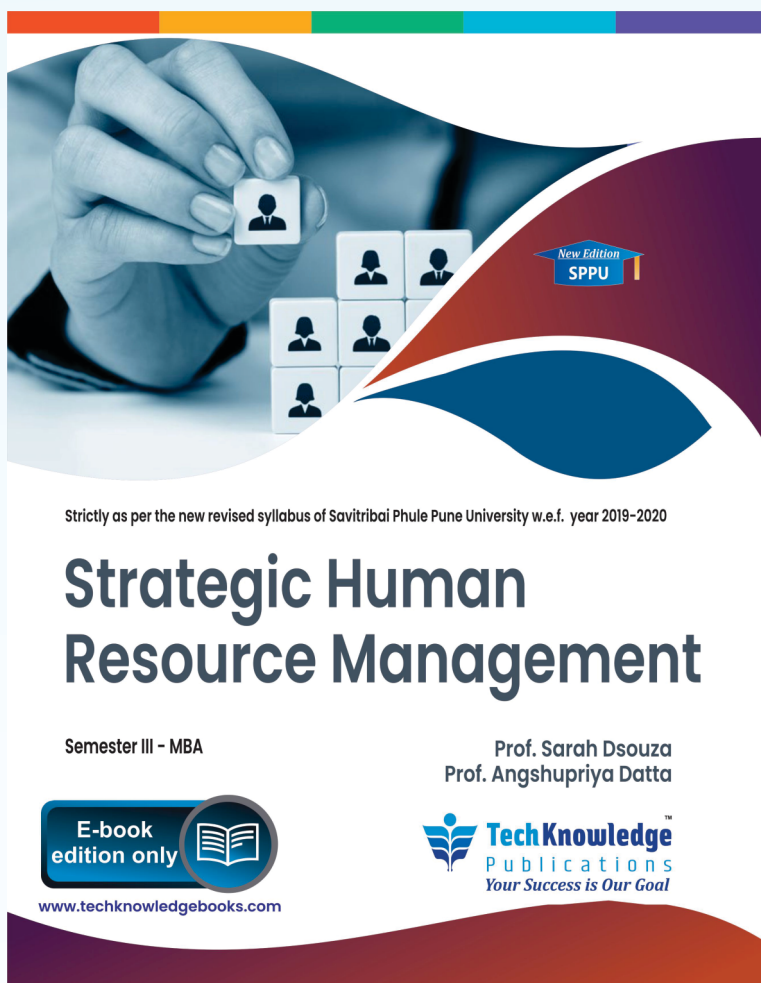


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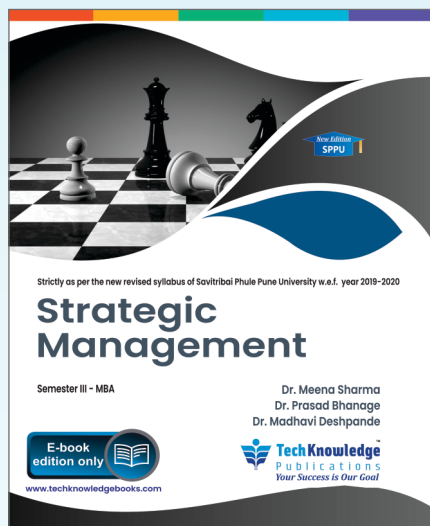


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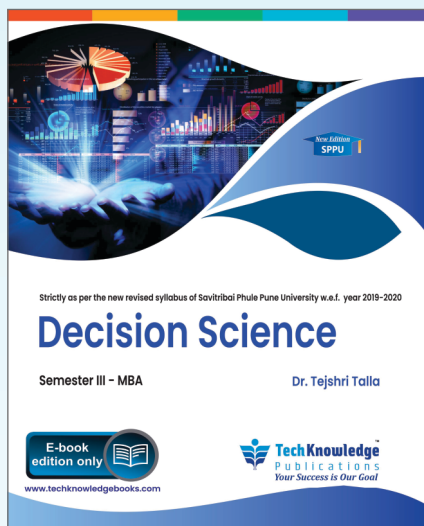
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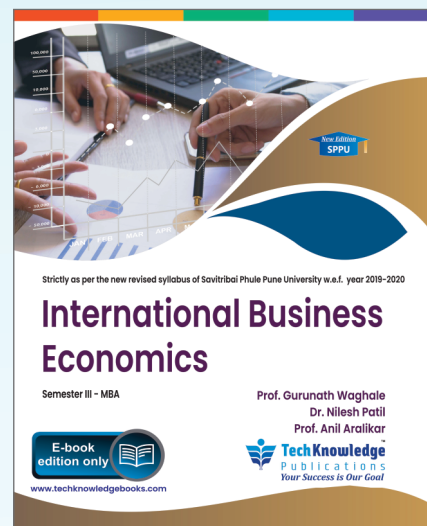
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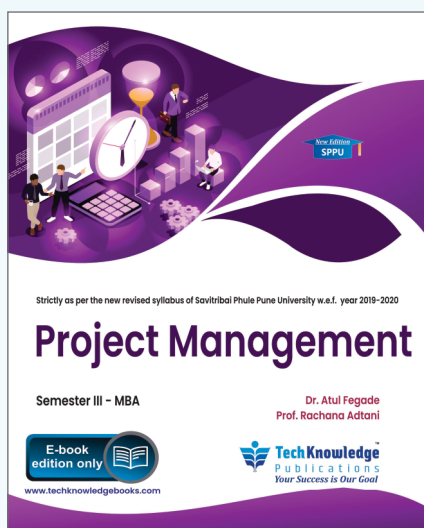
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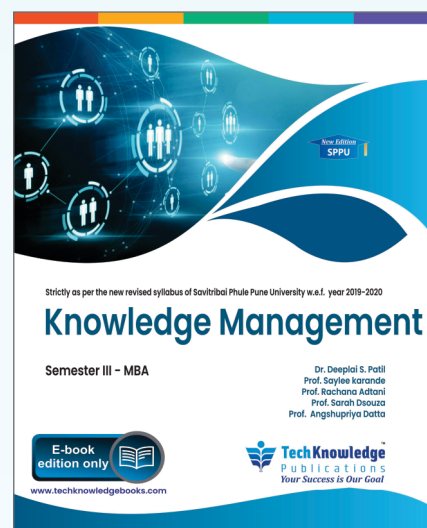
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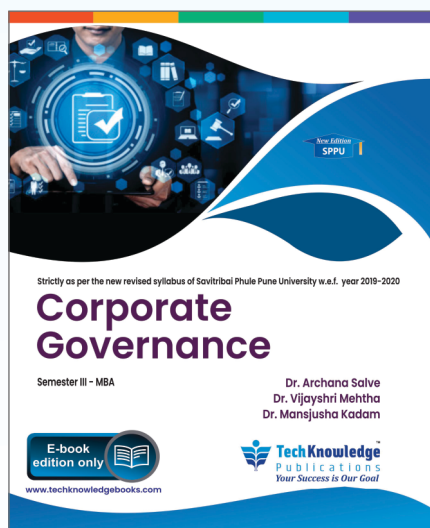
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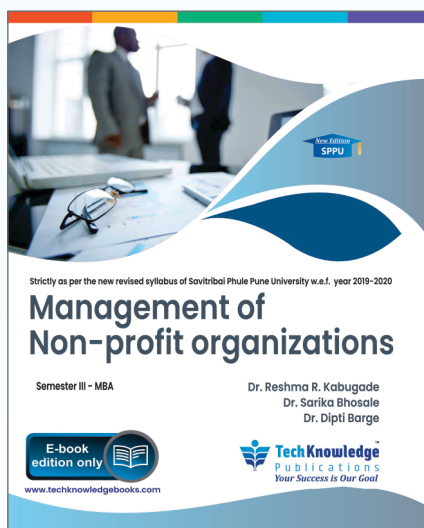
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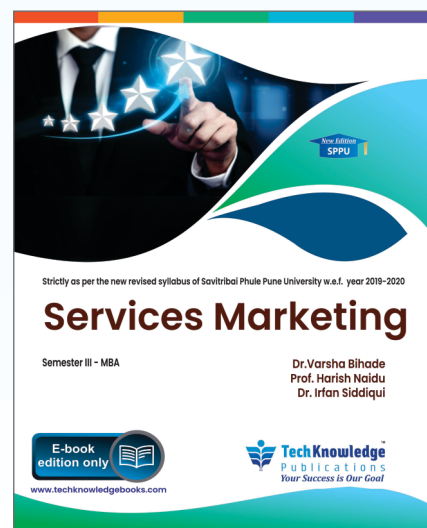
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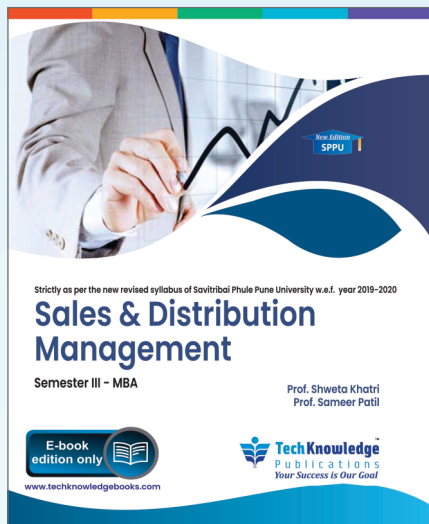
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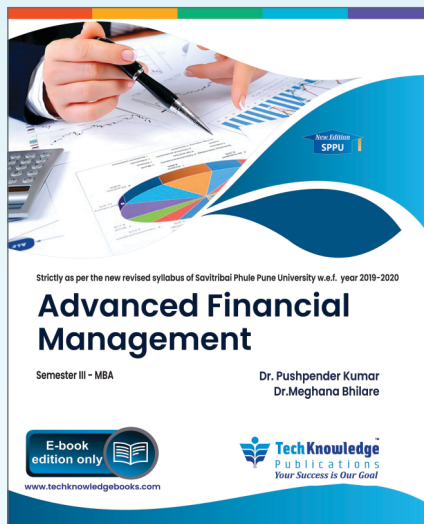
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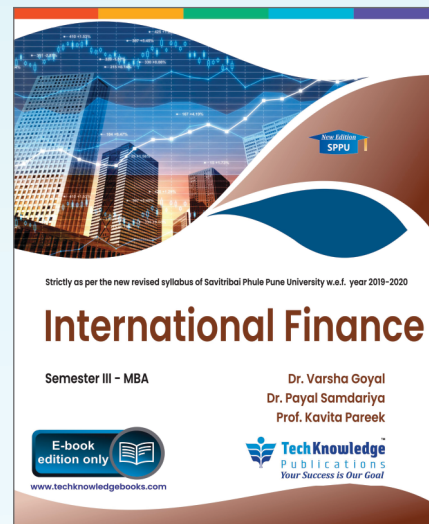
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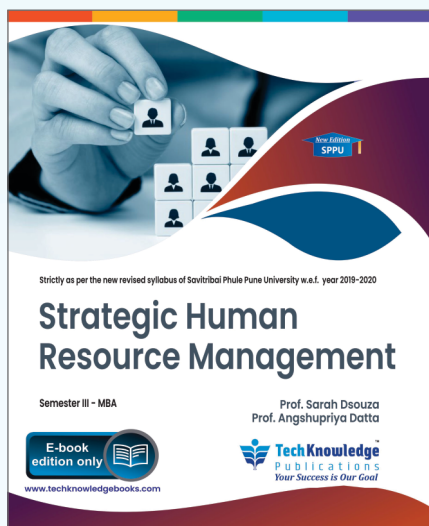
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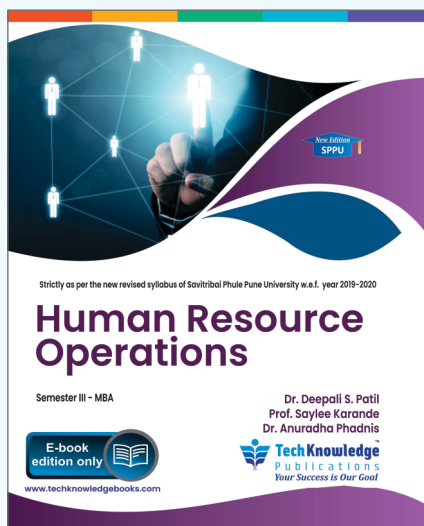
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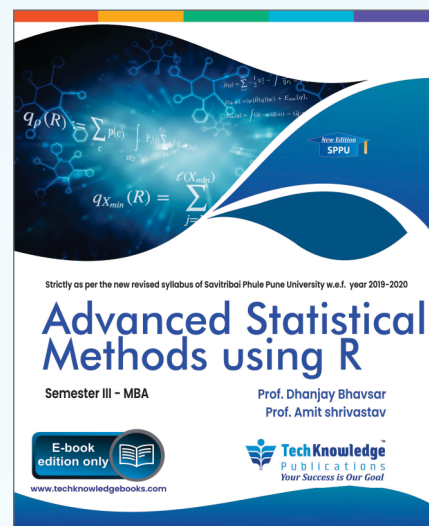
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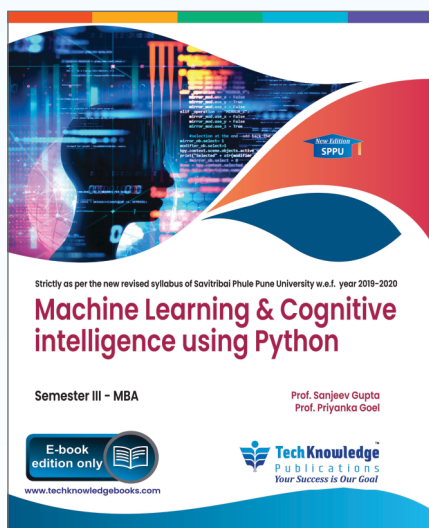
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Semester III – Master of Business Administration (MBA)(SPPU)

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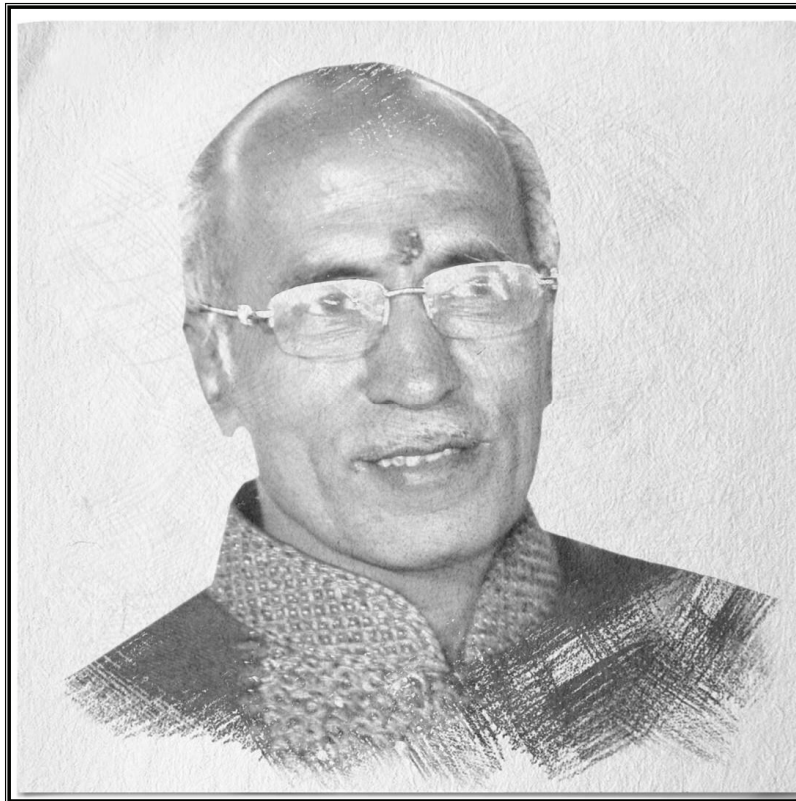
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*We dedicate this Publication soulfully and wholeheartedly,
in loving memory of our beloved founder director,
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who will always be an inspiration, a positive force and strong support
behind us.*



“My work is my prayer to God”

- Lt. Shri. Pradeepji L. Lunawat

*Soulful Tribute and Gratitude for all Your
Sacrifices, Hardwork and 40 years of Strong Vision...*

Preface

Dear Students,

We are extremely happy to present the book of **“Strategic Human Resource Management”** for you. We have divided the subject into small chapters so that the topics can be arranged and understood properly. The topics within the chapters have been arranged in a proper sequence to ensure smooth flow of the subject.

We present this book in the loving memory of **Late. Shri. Pradeepji Lunawat**, our source of inspiration and a strong foundation of **“TechKnowledge Publications”**. He will always be remembered in our hearts and motivate us to achieve our new milestone.

We are thankful to Seema P. Lunawat, Vaishali Nisargandand Dr. Deepali Patil for the encouragement and support that they have extended. We are also thankful to the staff members of TechKnowledge Publications and others for their efforts to make this book as good as it is. We have made every possible efforts to eliminate all the errors in this book. However if you find any, please let us know, because that will help us to improve the book quality further.

We are thankful to my family members and friends for their patience and encouragement.

- Authors

□□□

About the Authors

Ms. Angshupriya Datta completed her **B. Tech** (Computer Engineering) from University of Kalyani and **MBA (HRM)** from Savitribai Phule Pune University. She has qualified **UGC NET** in Management and currently pursuing **Ph. D.** in Human Resource Management. She is presently working as **Assistant Professor** in Dr. D. Y. Patil Institute of Research and Management, Pimpri, Pune (affiliated to Pune University). She has industry and academic experience of over 6 years. She has worked in the USA for 2 years. She teaches subjects like Human Resource Management, Labour Laws, Strategic Human Resource Management, HR Analytics, HR Accounting and Compensation Management, Employee Relations, Organization Design and Development and Change Management. She has published research paper in UGC Care and Scopus indexed journals. She has also published chapters of edited books by renowned publishers.

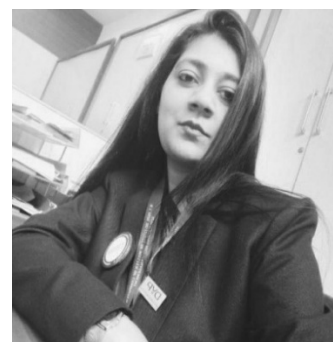


Prof. Angshupriya Datta

Ms. Sarah D'Souza is a career driven individual with diverse experience in Corporate and Education sectors. She has completed her PGD Min Human Resources, Masters in English, Bachelor in Education and Diploma in School Management. She is presently pursuing her P. Din Human Resources. Besides this, she has also merited numerous Certifications in HR Staffing, Management Skills, The Art of Public Speaking and Communication Skills from Trinity College London. She has handled various profiles such as Public Relations, Training & Development, Recruiting, Client Grievances, Advertising, Marketing, Personality Development and Counseling. Her article, "Entrepreneurial Success and College Degrees-Are They Related?" has been featured in National level Magazine "I deapreneur" by IIT Bombay and she has also presented a paper entitled 'Incorporation of Music in the Academic Curriculum' in a State Level Seminar. In addition to this he has authored numerous book chapters and research papers in National & International conferences as well as UGC and Scopus Journals.

She has worked closely with the Training and Development Center of Lupin Ltd., a Multi-National Pharmaceutical Company and provided recommendations that enabled them to further design & improve their training interventions. She is a Gold Medal recipient in Performing Arts and holds Certifications in Violin, Piano & Western Music Theory from The Royal College of London and Speech & Drama from Trinity College of London.

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Ms. Sarah D'Souza



Syllabus

Semester III		304 – Strategic Human Resource Management
3 Credits	LTP: 2:1:1	Subject Core (SC) Course- Human Resource Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 304 .1	Remembering	REMEMBER the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
CO 304 .2	Understanding	Ability to UNDERSTAND and ARTICULATE the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
CO 304 .3	Applying and Analyzing	Ability to ANALYZE HR as an investment to the company.
CO 304 .4	Evaluating	Ability to INTERPRET and EVALUATE the implementation of the HR strategies.
CO 304 .5	Creating	FORMULATE and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

- 1. Introduction to Strategic Human Resource Management:** Definition and objectives of SHRM, Evolution of SHRM, Strategic Fit, Types of HR strategies, Linking HR strategies to business strategies **(Refer chapter 1)**
- 2. Components of SHRM :** Human Capital management, Valuation of human resources in a strategic level, HR cost, Investments in HR, Formulation of HR strategies, Strategic HR vs traditional HR, HRM in knowledge economy, Challenges and issues in implementation of HR strategies in Indian context **(Refer chapter 2)**
- 3. HR Planning as a strategy :** Business Strategy & HRP, HRP process, Job Analysis, Forecasting and analyzing HR demand (qualitative and quantitative), Supply forecasting (external and internal), Comparison of demand and supply forecasting **(Refer chapter 3)**
- 4. Specific HR strategies :** Talent Management strategies, Career Planning and succession planning, Compensation and reward strategies, Employee engagement strategies **(Refer chapter 4)**
- 5. Global Dimensions to HR strategy :** SHRM in international context, Global competitive advantage, Issues and challenges in SHRM, cross cultural management- developing cross cultural sensitivity, OCTAPACE, Global business ethics **(Refer chapter 5)**



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Unit 1

Introduction to Strategic Human Resource Management



Syllabus

Definition and objectives of SHRM

Evolution of SHRM

Strategic Fit

Types of HR strategies

Linking HR strategies to business strategies

Unit 2

Components of SHRM



Syllabus

cost, Investments in HR
Formulation of HR strategies
Strategic HR vs traditional HR
HRM in knowledge economy
Challenges and issues in implementation of HR strategies in Indian context

Unit 3

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Syllabus

Business Strategy & HRP

HRP process

Job Analysis

Forecasting and analyzing

HR demand (qualitative and quantitative)

Supply forecasting (external and internal)

Comparison of demand and supply forecasting

Unit 4

Specific HR strategies



Syllabus

Talent Management strategies
Career Planning and succession planning
Compensation and reward strategies
Employee engagement strategies

Unit 5

Global Dimensions to HR strategy



Syllabus

SHRM in international context

Global competitive advantage, Issues and challenges in SHRM

cross cultural management- developing cross cultural sensitivity

OCTAPACE

Global business ethics