



INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	STRATEGIC HUMAN RESOURCE MANAGEMENT				
Course Code	CMBB40				
Programme	MBA				
Semester	III				
Course Type	PROFESSIONAL ELECTIVE -III				
Regulation	IARE-R18				
Course Structure	Theory			Practical	
	Lectures	Tutorials	Credits	Laboratory	Credits
	4		4	-	-
Chief Coordinator	Dr. K. Vijaya Sekhar Reddy, Associate Professor				
Course Faculty	Dr. K. Vijaya Sekhar Reddy, Associate Professor				

I. COURSE OVERVIEW:

This course helps to improve their ability to make effective decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans. Course topics include market-oriented strategic planning, research and information systems, buyer behavior, target market selection, competitive positioning, product and service planning and management, pricing, distribution, and integrated communications, including advertising, public relations, Internet marketing, social media, direct marketing, and sales promotions. Through a combination of inter topics to consumer and business-to-business products, services, and nonprofit organizations.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites	Credits
PG	CMBB15	II	Human Resource Management	4

III. MARKSDISTRIBUTION:

Subject	SEE Examination	CIAExamination	Total Marks
Strategic Human Resource Management	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✓	Chalk & Talk	✗	Quiz	✓	Assignments	✗	MOOCs
✓	LCD / PPT	✓	Seminars	✗	Mini Project	✗	Videos
✗	Open Ended Experiments						

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

Semester End Examination (SEE): The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with “either” or “choice” will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

Continuous Internal Assessment (CIA):

CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):

Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

Alternative Assessment Tool (AAT):

Marks shall be awarded considering the average of two seminars / assignments for every course. The AAT may include seminars and assignments.

VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

Program Outcomes (POs)		Strength	Proficiency assessed by
PO1	Managerial skills: Apply knowledge of management theories and practices to solve business problems.	3	Assignments
PO2	Decision making skills: An ability to analyze a problem, identify, formulate and use the appropriate managerial skills for obtaining its solution.	1	Seminar
PO3	Ethics: Ability to develop value based leadership ability.	1	Assignments
PO4	Communication skills: Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	1	Presentation on real-world problems
PO5	Leadership skills: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Guest Lectures
PO6	Entrepreneurial and Innovation skills: Demonstrate the skills in evaluating business opportunity and identifying sources of potential funding, and develop as successful entrepreneurs.	1	Seminars
PO7	Strategic skills: Analyze and formulate managerial strategies to sustain in dynamic global business environment	3	Assignments

3 = High; 2 = Medium; 1 = Low

VII. COURSE OBJECTIVES (COs):

The course should enable the students to:	
I	Understand the significance of international management and human resource planning.
II	Know the cultural literacy and human resource information system in global business
III	Examine the qualities, communication abilities and interpersonal relations of Global literate leader.
IV	Identify the role of scientific management, humanistic psychology, organic theories of management and the practice of HRM in American organizations..

VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB40.01	CO 1	Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock.	PO1	3
CMBB40.02	CO 2	Examine the international human resource management models, concept, pool's adaptation of Harvard model, the Brewster and Bournois model and comparative employment policy.	PO1	3
CMBB40.03	CO 3	Explain the significance of Convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI),	PO2	1

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB40.04	CO 4	Use and explore the social environment and human resource practices, international recruitment, selection, training, hiring policies.	PO3	1
CMBB40.05	CO 5	Use and explore the human resource information, designing of human resource information system, computerized skill inventories.	PO3	1
CMBB40.06	CO 6	Analyze the characteristics of global companies, difference between domestic and global companies, H.R.	PO4	1
CMBB40.07	CO 7	Determine the development of global managers, concept, essential qualities of global leader, communication and interpersonal Relations,	PO5	2
CMBB40.8	CO 8	Describe the characteristics importance, limitations and the seniority wage system in japan's employee management	PO6	1
CMBB40.9	CO 9	Demonstrate the scientific management, organic theories of management and the practice of HRM in American organizations.	PO7	3
CMBB40.10	CO 10	Describe the encouragement of union avoidance, transforming unionized industrial relations.	PO7	3

3 = High; 2 = Medium; 1 = Low

IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1	3							
CO 2	3							
CO 3		1						
CO 4			1					
CO 5			1					
CO 6				1				
CO 7					2			
CO 8						1		
CO 9							3	
CO 10							3	

3 = High; 2 = Medium; 1 = Low

X. ASSESSMENT METHODOLOGIES–DIRECT

CIE Exams	PO1, PO2, PO3, PO4, PO5, PO6, PO7	SEE Exams	PO1, PO2, PO3, PO4, PO5, PO6, PO7	Assignments	PO1, PO3, PO7	Seminars	PO2, PO6
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XI. ASSESSMENT METHODOLOGIES-INDIRECT

✓	Early Semester Feedback	✓	End Semester OBE Feedback
✗	Assessment of Mini Projects by Experts		

XII. SYLLABUS

UNIT-I	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	Classes: 09
Introduction, objectives an scope of international human resource management, cultural and reality shock, international human resource management models , concept, pool's adaptation of Harvard model, the Brewster and bourno is model, case study, comparative employment policy , concept, significance, convergence theory, Marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV), masculinity (MASC).		
UNIT-II	SOCIAL ENVIRONMENT AND STAFFING	Classes: 09
Concept, social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business ,cultural awareness, essentials, advantages, cultural skills for co-operative advantages, human resource information system: concept ,limitations and uses, designing of human resource information system, computerized skill inventories.		
UNIT-III	BUSINESS MANAGEMENT OF GLOBAL COMPANIES	Classes: 09
Characteristics of global companies, Difference between domestic and global companies, H.R. strategy planning for global organizations, HRM approaches in global companies.		
Developing Global Managers, Global literate leader: concept, essential qualities, communication and inter personal Relations, Training, Career development, succession planning, managerial stimulation's.		
UNIT-IV	HRM IN EUROPE AND JAPAN	Classes: 09
Background of Europe, the institutions of the European Community (E.C.): the council of ministers, the commission, the court of justice, the parliament, the social charter, E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment, characteristics, importance, limitations, the seniority wage system, relevance of Japanese Management in Indian Context, case study.		
UNIT-V	THE AMERICAN APPROACH TO HRM	Classes: 09
Scientific Management, Behavioral an humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations, case study. International Compensation - Principles of International Compensation, Methods and practices of International Compensation, International Compensation and employee satisfaction, case study.		
Text Books:		
<ol style="list-style-type: none"> 1. Randall s. schuler and susan e Jackson, "Strategic Human Resource Management" Black well Publishing, 1st Edition, 1999. 2. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Pearson Education, 2nd Edition, 2001. 3. Mark Saunders, Mike Millmore, Philip Lewis, Adrian Thornhill, Trevor Morrow "Strategic Human Resource Management" Pearson, 2nd Edition, 2007. 4. Catherine Truss, David Mankin, Clare Kelliher, "Strategic Human Resource Management" Harvard Business School Press, 2nd Edition, 1999. 		
Reference Books:		
<ol style="list-style-type: none"> 1. Dave Ulrich "Human Resource Champions" Published by Harvard Business School Press. 2. Randall Schuler and Dennis Briscoe "International Human Resource Management" Routledge Global Human Resource Management Series 3. Monir Tayeb "International Human Resource Management", Published by Oxford University Press. 4. Biswajeet Pattanayak, "Corporate HRD" Excel Books, 3rd Edition, 2007. 		

Web References:	
1.	https://www.studynama.com/community/threads/465-international-human-resource-management-pdflecture-note-ebook-download-mba
2.	https://www.scribd.com/doc/15744060/international-human-resource-management
E-Text Books:	
1.	https://books.google.co.in/books/about/International_human_resource_management.html?id=FciK
2.	https://6xtWfy0CFreemanagementebooks.com
3.	http://bookboon.com/en/hrm-ebooks

XIII. COURSE PLAN:

The course plan is meant as a guideline. Probably there may be changes.

Lecture No.	Topics to be covered	Course Outcomes(COs)	Reference
1	Introduction, objectives	CO 1	T1
2	Scope of international human resource management	CO 1	T1
3	International human resource management	CO 1	T1
4	cultural and reality shock,	CO 2	T1
5	International human resource management models , concept	CO 2	T1
6	Pool's adaptation of Harvard model	CO 2	T1
7	Case study, comparative employment policy	CO 2	T1
8	Concept, significance, convergence theory, Marxist theory	CO 2	T1
9-10	Uncertainty avoidance(UAI),	CO 2	T1
11	Individuality (INV), masculinity (MASC).	CO 3	T1
12	Concept, social environment and human resource practices, staffing: international recruitment, selection	CO 3	T1
13	Training and hiring policies, staff retaining and motivating techniques, case study, cultural literacy and human resource information system in global business	CO 3	T1
14	Cultural awareness, essentials, advantages, cultural skills for co-operative advantages	CO 3	T1
15	Human resource information system: concept	CO 4	T1
16	Limitations and uses, designing of human resource information system, computerized skill inventories.	CO 4	T1
17	Characteristics of global companies, Difference between domestic and global companies	CO 4	T1
18	H.R. strategy planning for global organizations, HRM approaches in global companies	CO 4	T1
19	Developing Global Managers, Global literate leader: concept, essential qualities	CO5	
20	Communication and interpersonal Relations, Training, Career development, succession planning, managerial stimulation's	CO5	T1
21	Background of Europe, the institutions of the European Community (E.C.)		T1
22	The council of ministers, the commission, the court of justice, the parliament, the social charter	CO 5	T1
23	E.C. legislation procedure, case study; Japans Employee management: Introduction, lifetime employment	CO 6	T1
24-26	Characteristics, importance, limitations, the seniority wage system	CO 6	T1
27	Relevance of Japanese Management	CO 7	T1
28-32	Indian Context, case study		T1
33	Scientific Management	CO 8	T1
34	Behavioral an humanistic psychology,	CO 8	T1
35	Organic theories of management	CO 8	T1
36	Case Study	CO 9	T1
37-38	International Compensation	CO 9	T1
39	The practice of HRM in American organizations	CO 9	T1

40	Encouragement of union avoidance,	CO 10	T1
41	Transforming unionized industrial relations, case study	CO 10	T1
42	Principles of International Compensation	CO 10	T1
43	Methods and practices of International Compensation	CO11	T1
44	International Compensation and employee satisfaction	CO 11	T1
45	Case Study 1	CO 11	T1
46	Case Study 2	CO 12	T1
47	Case Study 3	CO 12	T1
48	Case Study 4	CO 12	T1
49	Case Study 5	CO 12	T1

XIV. GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S No	Description	Proposed actions	Relevance with POs
1	Objectives, scope of international human resource management, bournois model, case study and comparative employment policy	Seminars	PO 1
2	Social environment and human resource practices, global business	Seminars	PO 4

Prepared By:

Dr. K. Vijaya Shekhar Reddy, Assistant Professor

HOD, MBA