

**M.A (HUMAN RESOURCE MANAGEMENT)**  
**Semester- IV- HRM- SIV- 17**

**Course Title:** Strategic Human Resource and Change Management

**Course marks/credit:** 100 marks/4

**Class time:** 12:00-1:30pm (Tuesday and Wednesday)

**Course in-charge:** Dr. Sigamani P, Assistant Professor, Department of Social Work (UGC Centre of Advanced Study), Jamia Millia Islamia (A Central University), New Delhi-110025.  
Email id: sigamanip@jmi.ac.in

**Course Objectives:**

1. Understanding the correlation between HR and business practices in the organisation.
2. To understand the concept of change, factors promoting and resisting change and the theoretical percepts of planned change.
3. To learn the guidelines and process of change management strategically.
4. To develop an understanding of concept, importance and need for dynamic organizational culture, effectiveness and development.
5. To internalize the steps and tools of developing effective organizations.

**Pre-requisites:**

- Basic understanding of conceptual, functioning aspects of business strategy and relevance to HR practice
- Basic understanding of organizational development and change management

**Pedagogy:**

- Lecture Method
- Case study method
- Tutorial
- Individual and Group presentation/ assignment
- Skill lab/extension lecture

**Learning Outcomes:**

- Understand the importance of change management and organizational development.
- Students will learn to appreciate HR practices in complex organisations.

**Course Evaluation:**

Internal Assessment: 25 marks (includes class participation)

Semester end examination: 75 marks

**Lecture Plan:**

<b>Dates</b>	<b>Topic for discussion</b>	<b>Readings/Cases</b>
21/01/2014	Brief Overview and career plan (field of HR)	
22/01/2014	Course Orientation	
28/01/2014	Business Strategy and Strategic HRM : Concepts, approach	Tanuja, Agarwala, (2007), <i>Strategic Human Resource Management</i> , Oxford University Press, India.
29/01/2014	Process of SHRM	
04/02/2014	Field Work	
05/02/2014		
11/02/2014		
12/02/2014		
18/02/2014		
19/02/2014		
25/02/2014		
26/02/2014		
04/03/2014		
05/03/2014	Models of Strategic HRM-II	Armstrong, Michael, (2000), <i>Strategic Resource Management: A Guide to Action</i> , Kogan Page, London.
11/03/2014	Structural and functional strategies of SHRM	---do- Southwest Airlines Case.
12/03/2014	Human resource environment and emerging trends	Sigamani and Malhotra S, 2013, 'Challenges and Emerging Trends in Human Resource Management', International Journal of Business Anthropology, Volume 4 (2).
18/03/2014	Human Resource Outsourcing-I	
19/03/2014	Human Resource Outsourcing-II	
25/03/2014	Mergers and acquisition	Schuler and Susan Jackson, 2001. HR Issues and Activities in Mergers and Acquisitions, European Management Journal, 19(3): 239-253.
26/03/2014	Contract management	P. Sigamani and Malhotra S, 2012, Human Resource Outsourcing: The Tool to Gain Organizational Excellence, International Journal of Human Resource Development and Management, Volume 2, Number 2, pp. 79-86.
01/04/2014	Practice of strategic HRM-Introduction	Reilly, Peter, Williams Tony, (2006), <i>Strategic Human Resource</i> , Gower, England.
02/04/2014	Strategic HR planning, acquisition and development	Tanuja, Agarwala, (2007), <i>Strategic Human Resource Management</i> , Oxford University Press, India.
08/04/2014		Holiday

09/04/2014	Strategic job analysis, job design, compensation, benefits and budgeting	Sharma, Anuradha, Aradhana Khandekar, (2006), <i>Strategic Human Resource Management: An Indian Perspective</i> , Response Books, Sage Publications, New Delhi.
15/04/2014	Strategic recruitment and selection	Jeffrey, Hello. A., (2002), <i>Strategic Human Resource Management</i> , Thomson, South Western, UK. Case- Infosys
16/04/2014	Strategic training and development	Rothwell, William J., H. C. Kazanas, (2005), <i>Strategic Planning for Human Resources</i> , Jaico Publishing House, Delhi. Case- Infosys
22/04/2014	Change management: Concept need and process.	Kotter, J., (1996), <i>Leading Change</i> , Harvard Business School Press, Boston. Case-Aviva Life Insurance co India.
23/04/2014	Planned Change: Models and theories	Armstrong, Michael, (2000), Honda Motorcycles and Scooters India Limited. Gibson, Rowan, (Editor), <i>Rethinking the Future</i> , Nicholas Brealey Publishing, London. Case- Honda Motorcycles.
29/04/2014	Strategic Change Management	Bridges, W., (1991), <i>Managing Transitions: The Most</i> , William Bridges and associates Inc, New York. Case-Eastman Kodak.
30/04/2014	SHRM Competencies	Sigamani and Malhotra S, 2013, 'Challenges and Emerging Trends in Human Resource Management', <i>International Journal of Business Anthropology</i> , Volume 4 (2).  Case-From Regional Star to Global Leader (HBS) and Infosys