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Department of Management- Kochi

HR638E Advanced Human Resource Management

Course Delivery Plan

Course Description

A well-crafted Human Resource strategy is an integral part of business strategy and when delivered effectively will help the firm to operate in a highly efficient manner, reducing costs providing a competitive advantage in its field and to have a legitimate standing in the societies in which it is embedded. This course is a blend of research and practice in the area of Human Resource Management. The course helps the participants to view Human Resource Management in a dynamic and complex context. It will help them to have the knowledge to improve HR functions in their organizations.

Course Goal

The course will be focussed on the topic such as The resource-based view of the firm and competition for talent in a knowledge-based economy and the challenges HR managers. The sessions are designed to highlight the complexity in the interactions that occurs while syncing human resource function with overall organizational strategy. The course provides an holistic, analytical insights into recent developments in the field of human resource management, and links human resource practices to business performance and outcomes.

In short the course aims to enable students to attain the following outcomes:

- Understand the importance of people as the organization's most important asset
- Learn how an organization should manage its Human Resources
- Confidently recruit the right person in the right position with the right package of benefits
- Workforce planning
- Use the most effective recruitment options and modern tools
- Understand appropriate reward philosophy and strategy and how to maximize their effectiveness of Human Resources development and its benefits

Alignment of Course Objectives (CO) with Learning Goals (LG)

LG	Critical and integrative	Effective written and Oral	Societal and Environmental	Ethical Reasoning	Leadership
CO					

	Thinking	communication	Awareness		
C01	3	3	3	3	3
C02	3	2	3	3	3
C03	3	3	3	3	3
C04	3	3	2	2	2
C05	3	3	3	3	3
C06	3	3	3	3	3

Teaching Learning Process

The learning outcomes of this course are best achieved through active student participation and experiential learning (that is, learning by DOING). As such, the seminars will be highly interactive, and there is an expectation that you will come to class:

- a) Having read the readings for the week and the lecture/seminar material, so that you can actively participate in exercises in class, and
- b) Come prepared to participate in discussions. Active participation means asking relevant questions, expressing opinions, and engaging in learning activities. The seminar exercises have been designed to provide you with experience in conducting the types of analyses that you will be required to complete in the assignments. As such, active participation in the seminars should enable you to develop an understanding of how to complete the tasks.

Strategic human resource management is firmly based on current academic research. As a result, you will be asked to read some academic papers throughout the course. Ultimately, it is important to gain an appreciation and understanding of how academic

thinking informs human resource management practice and this course is designed to help you do this.

Text Books

- I. Armstrong M (2008) Strategic Human Resource Management: A Guide to
- II. John Purcell, Peter Boxall Strategy and Human Resource Management (4th Edition)

Course content

Module	Topic
Module-1	<p>People are the most important asset of an organization Resource-based SHRM – Intellectual Capital: Human Capital – Social Capital – Organizational Capital, Workforce planning Specifying Jobs and Roles Recruiting Outsourcing and distance employment Job grades, steps and salary scales</p>
Module -2	<p>Benefits and compensation Career development Leadership Development Team equality and diversity Human resources change management strategies</p>
-Do-	<p>Components of Strategic HRM: Organizational HR Strategies – Strategies for</p>

	<p>culture change – Commitment strategy – Strategies for developing a climate of trust – Functional HR strategies:</p>
Module -3	<p>Training and Development Personnel Policies and Records Employment policies Ethics - Practical Toolkit Relating performance and competency to rewards</p>

Module IV	Diversity Management Employee Assistance Programs Ergonomics: Safe Facilities in the Workplace
-d0	Downsizing, stress and wellbeing
Modul-5	Behavioral and 360 appraisals Interpersonal Skills Retaining Employees Global Good practices

Module-5	Culture - of nations, workplaces and HRM
Module -5	managerial effectiveness in a globalized environment – a strategic approach to work-life integration

Course Assessment Component Summary

Sl.No	Assessment tool	Outcome covered	weightage
1	Quiz	1 &2	10%
2	Class participation	1-4	10 %
3	Individual paper	1-4	15 %
4	The Learning Journal	1-5	25 %
5	The Final Examination	1-6	40 %

QUIZ

Three quizzes will be administered on 9th, 17th and 24th session respectively. The questions will be of multiple choice in nature.

Class participation

This is a case-oriented/Research Article based class by design, each student is required to be an active participant in case discussions. Apart from listed readings, a few more case studies will be included in the 1st session 8th session and 16th session onwards. Your participation grade will reflect my assessment of your total contribution to the learning environment. This includes not only the frequency of your contributions in class but also their quality. Quality, includes, among other things: (1) sound, rigorous, and insightful

diagnosis (e.g. sharpening of critical issues, depth and relevance of analysis); (2) ability to draw on course materials and your own experience productively; (3) ability to advance or sharpen in-class discussion and debate, willingness to take risky or unpopular points of view, use of logic, precision, and evidence in making arguments; (4) professionalism of your conduct (attendance, punctuality, preparedness, and showing respect to all section members and their class contributions). Unexcused absences and lack of preparation will be counted heavily

. Individual Paper: Critical Analysis

A critical analysis is an analytical study of a journal article or other published work relevant to required course readings and class work. Preferably, the subject and content will be from your personal work experience as it pertains to the course you are taking and will address issues currently facing human resource managers in the workplace. The work selected for review must have been published within the last three years.

The following academic journals and publications are likely to prove relevant and useful for this subject:

Academy of Management Journal

Academy of Management Review

Industrial Relations Journal

Asia Pacific Journal of Human Resources

International Journal of Human Resource Management

Organization Studies

Gender, Work & Organization

Human Relations

Equality, Diversity and Inclusion

Journal of Applied Psychology

Employee Relations

Journal of Industrial Relations

Learning Journal

This Assessment has two parts:

Part -A

Students will consider the Topics presented in Module 1, 2 and 3 and critically analyse it about their own workplace (or an organisation known to them). Students will submit a critical analysis individually that documents their understanding of the interdependence or interrelatedness of many of the HR issues in the workplace and document how it may be applied by the student in his or her capacity as a manager or prospective manager. Alternatively, students may argue for the separateness or independence of the HR issues. Regardless of the position a student takes, the logic of your arguments must be substantiated with academic evidence and clear reasoning.

Part-B

Students are expected to research and report individually on:

A) How to manage the implementation of a significant Organisational Change*

OR

B) How to contribute to Enterprise Bargaining as a critical management

representative. Your academic essay must demonstrate both:

1) comprehension of HR research or theories proving that you have confidence in the educational material, knowledge and skills at a post-graduate level; and

2) ability to apply your new learning in an applied and relevant way in the workplace.

Your essay may need to cover the roles of generalist operational managers, any specialist HR managers as well as having regard to any legal, strategic and operational issues. You can demonstrate who takes on various roles to ensure that the HR issues are managed effectively and efficiently, although your response is that of an operational manager (i.e. not an HR specialist).

Note : This will be followed by an Individual Presentation on the same

Final Examination

There will be an open book examination at the end of the course. This examination will be for three hours and will be an opportunity to demonstrate your mastery of the course material through an in-class quiz. The exam format will be short essays based on cases which cover topics that we have included in the course.