

DSEH03 – Strategic Human Resource Management

Master of Commerce
Semester III
DSE – Elective Paper
Strategic Human Resource Management

Course Type/ Course Code	Course Title	Lectures	Tutorials	Practical	Credit	Pre-requisites
DSEH03	Strategic Human Resource Management	3	1	0	4	NIL

Objective: This course focuses on aligning HR strategy with business strategy, developing advanced HR capabilities, and creating sustainable competitive advantage through people management.

Learning Outcomes: After completing this course, the students should be able to:

- Develop integrated HR strategies aligned with business objectives
- Apply strategic workforce planning and talent portfolio management
- Design value-creating HR policies and practices
- Evaluate HR's contribution to organizational performance and competitive advantage
- Lead HR transformation and build HR business partnership capabilities

Contents:

Unit I (10 Hours)

Strategic HRM vs operational HRM: evolution and scope; HR business partner model and role transformation; Strategic workforce planning and scenario analysis; HR strategy formulation and implementation frameworks/

Contemporary Focus: People-first strategies, employee-centric business models, stakeholder capitalism.

Strategic Analysis: HR strategy alignment assessment for chosen organization.

Unit II (10 Hours)

Talent portfolio management and workforce segmentation; Core vs contingent workforce strategies; Skills-based organizations and capability development; Talent ecosystem and external partnerships.

Contemporary Focus: Skills revolution, internal talent marketplaces, talent sharing models.

Framework Development: Strategic workforce architecture design.

Unit III

(10 Hours)

Performance management evolution: continuous feedback and coaching; Strategic compensation design and total rewards philosophy; Pay equity and transparency strategies; Performance-based culture and high-performance work systems.

Contemporary Focus: Purpose-driven performance, wellbeing rewards, flexible benefits Case.

Studies: Netflix's performance culture, Patagonia's purpose-driven rewards.

Unit IV

(15 Hours)

Employer branding and employee value proposition design; Culture as competitive advantage and culture measurement; Employee experience strategy and journey optimization; Diversity, equity, inclusion and belonging (DEIB) strategies.

HR operating model design and service delivery transformation; HR technology strategy and automation roadmap; HR metrics, analytics and value demonstration; Future HR competencies and capability building.

Contemporary Focus: Authentic employer branding, psychological safety, inclusive leadership, People operations, HR democratization, AI-augmented HR.

Project: Employee value proposition development and culture strategy.

Tutorial Exercise: Students will analyze HR strategy alignment in a selected organization and design strategic workforce architecture. They will examine HR transformation cases from leading companies and develop HR dashboards with metrics linking people practices to business outcomes.

Suggested Readings:

- Armstrong, M., & Taylor, S. (2020). *Armstrong's Handbook of Strategic Human Resource Management* (7th ed.). Kogan Page.
- Becker, B. E., Huselid, M. A., & Ulrich, D. (2001). *The HR Scorecard: Linking People, Strategy, and Performance*. Harvard Business School Press.
- Boudreau, J. W., & Ramstad, P. M. (2007). *Beyond HR: The New Science of Human Capital*. Harvard Business School Press.
- Gratton, L. (2011). *The Shift: The Future of Work is Already Here*. HarperCollins.
- Lawler III, E. E., & Boudreau, J. W. (2015). *Global Trends in Human Resource Management: A Twenty-Year Analysis*. Stanford University Press.
- Lepak, D. P., & Snell, S. A. (1999). The Human Resource Architecture: Toward a Theory of Human Capital Allocation and Development. *Academy of Management Review*, 24(1), 31-48.
- Ulrich, D., & Brockbank, W. (2005). *The HR Value Proposition*. Harvard Business School Press.