

**SARDAR PATEL UNIVERSITY**  
**Programme: MCOM**  
**Semester: IV**  
**Syllabus with effect from: DECEMBER 2014**

<b>Course Code:</b> PB04ECOM03	<b>Total Credits: 5</b>
<b>Course Title:</b> Strategic Human Resource Management	

Unit	Description in detail	Weightage (%)
<b>1</b>	<b>Introduction:</b> Nature of Strategic HRM, Strategic HRM versus Conventional HRM, Role of HR in Strategic Management: Environmental Scanning, Strategy Formulation, Implementation and Evaluation, Barriers to Strategic HRM	<b>25 %</b>
<b>2</b>	<b>Leadership:</b> Leader versus Manager – Concept and Significance, Different Powers of a Leader and Guidelines for use. Theories of Leadership <ul style="list-style-type: none"> <li>• Trait Theory</li> <li>• Behaviourial Theory</li> <li>• Contingency/Situational Theory</li> </ul> Modern Theories of Leadership <ul style="list-style-type: none"> <li>• Charismatic Leadership Theory</li> <li>• Transformational Leadership Theory</li> </ul> Leadership styles based on Traditional Theories Leadership Styles based on Modern Theories Leadership Lessons from Mount Everest	<b>25 %</b>
<b>3</b>	<b>Recent Techniques in HRM:</b> Employees for Lease, Moon Lighting by employees: Blue Moon to Full Moon, Dual Career Groups, Flexitime and Flexiwork, Training and Development: Organisation’s Educational Institutes, Management Participation in Employees’ Organisations, Consumer Participation in collective bargaining, Collaborative Approach, Employee’s Proxy, Human Resource Accounting, Organizational Politics, Exit Policy and Practice, Future of HRM	<b>25 %</b>
<b>4</b>	<b>Ethics in HRM:</b> Nature of Ethics, Myths about Ethics Why is Ethics Important? Ethical Dilemmas, HR Ethical Issues, Managing Ethics: Code of Conduct, Ethics Committees, Ethics Training Programmes, Different ways of Resolving Ethical Issues in general	<b>25 %</b>

**Basic Text & Reference Books:**

- K. Aswathappa, “Human Resource Management – Text Cases”, Tata McGraw Hill Companies, New Delhi, 7<sup>th</sup> Reprint 2008.
- L. M. Prasad, “Organisational Behaviour”, Sultan Chand and Sons, New Delhi, 4<sup>th</sup> Edition – Reprint 2008.
- P. Subba Rao, “Personnel and Human Resource Management – Text and Cases”, Himalaya Publishing House, Mumbai, 4<sup>th</sup> Edition 2009.
- S. S. Khanka, “Human Resource Management- Text and Cases”, Sultan Chand and Sons, New Delhi, First Edition – Reprint 2008.
- S. V. Gnakar and C. B. Mamoria, “Personnel Management: Text and Cases,” Himalaya Publishing House, Mumbai, 28<sup>th</sup> Edition 2008.

