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| 1. Course code: | MGT682 | | | 1. Course title: | | | | | Strategic Human Resource Management | | | | | | | | |
| 1. College: College of Business Administration | | | | | | | | | | | | | | | | | |
| 1. Department: Management and Marketing | | | | | | | | | | | | | | | | | |
| 1. Program: M.Sc. in HRM | | | | | | | | | | | | | | | | | |
| 1. Course credits: 3-credit hour | | | | | | | | | | | | | | | | | |
| 1. Course NQF Level: 9 | | | | | | | | | | | | | | | | | |
| 1. NQF Credits: TBA | | | | | | | | | | | | | | | | | |
| 1. Prerequisite: | | | | | | | | | | | | | | | | | |
| 1. Lectures Timing & Location: Online | | | | | | | | | | | | | | | | | |
| 1. Course web page: Blackboard | | | | | | | | | | | | | | | | | |
| 1. Course Instructor: Dr. Naglaa Fathy | | | | | | | | | | | | | | | | | |
| 1. Office Hours and Location: TBA | | | | | | | | | | | | | | | | | |
| 1. Course coordinator: Dr. Naglaa Fathy | | | | | | | | | | | | | | | | | |
| 1. Academic year: 2020-2021 | | | | | | | | | | | | | | | | | |
| 1. Semester: | |  | **First** | | | | X | | | **Second** | | |  | | **Summer** | | |
| 1. Textbook(s):   [Michael Armstrong](https://www.safaribooksonline.com/search/?query=author%3A%22Michael%20Armstrong%22&sort=relevance&highlight=true). (6th Edition, 2016). *Armstrong's Handbook of Strategic Human Resource Management*. [Kogan Page](https://www.safaribooksonline.com/library/publisher/kogan-page/). ISBN: 978074947683  Fifth Edition (2011): <http://dl.booktolearn.com/ebooks2/management/9780749463946_armstrongs_handbook_of_strategic_human_resource_management_3d47.pdf> | | | | | | | | | | | | | | | | | |
| 1. References from the Library (<http://www.ac-knowledge.net/uobv3/>):   - Jeffrey A Mello. (4th edition, 2014). Strategic Human Resource Management. Cengage Learning. ISBN: 9781285426792.  - Venkatesh Ganapathy. (1st edition, 2018). Strategic Management of Human Capital. [Venkatesh Ganapathy](http://bookboon.com/en/search?q=author%3A%22Venkatesh%20Ganapathy%22) & Bookboon.com. ISBN: 978-87-403-2036-7 | | | | | | | | | | | | | | | | | |
| 1. Other learning resources used (e.g. e-Learning, field visits, periodicals, software, etc.):   - Journal of Journal of Strategic Human Resource Management  - Strategic HR Review  -[The International Journal of Human Resource Management](http://www.tandfonline.com/toc/rijh20/16/9) | | | | | | | | | | | | | | | | | |
| 1. Course description (as per the published):   This course will enable students to explore the relationship between the management of people and pursuit of an organization’s strategic goals and objectives.  Specific topics covered include human resource planning and strategy, job analysis and job design, equipment and selection, performance appraisal and performance-related pay, learning and career management, employment relations, diversity management and international human resource management. | | | | | | | | | | | | | | | | | |
| 1. Course Intended Learning Outcomes (CILOs): | | | | | | | | | | | | | | | | | |
| CILOs | | | | | *Mapping to PILOs* | | | | | | | | | | | | |
| Learning goals | | | | | A. Knowledge | | | B. Communication | | | | C. Responsibility | | | | D. Research | |
| Learning objectives | | | | | A1. Knowledge | A2. Current issues | | B1. Writing communication | | | B2. Oral communication | C1. Research ethics | | C2. Global impact | | D1. Critical analysis | D2. Research practice |
| 1. Criticize different theories of SHRM | | | | | ✓ | ✓ | | ✓ | | | ✓ |  | |  | |  |  |
| 1. Critically analyze SHRM issues | | | | | ✓ | ✓ | | ✓ | | | ✓ |  | |  | |  |  |
| 1. Integrate various frameworks and analyze different dilemmas of SHRM | | | | | ✓ | ✓ | | ✓ | | | ✓ |  | |  | |  |  |
| 1. Interpret different SHRM issues in the workplace | | | | |  |  | |  | | |  | ✓ | | ✓ | | ✓ | ✓ |
| 1. Illustrate with control how to apply different SHRM frameworks for problem solving and decision-making in organizations | | | | |  |  | |  | | |  | ✓ | | ✓ | | ✓ | ✓ |

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| 1. Course assessment: | | | | |
| *Assessment Type* | *Details/ Explanation of Assessment in relation to CILOs* | *Number* | *Weight* | *Date(s)* |
| Research Assessment | A critical analysis of an online journal article related to each topic  1, 2 & 3 | 1 | 15 % | As per the course schedule |
| Engagement Activities | YouTube academic movie – critical analysis  1, 2 & 3 | 1 | 15 % | After finishing Chapter 11 |
| Practical |  |  | % |  |
| Case Studies |  |  | % |  |
| Research Projects | Final research paper and Presentation  3, 4 & 5 | 1 | 30% | 2 weeks before the final exam |
| Final Examination  (Respondus) | 1, 2, 3, 4 & 5 | 1 | 40% |  |
| Total |  |  | 100% |  |

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| 1. Description of Topics Covered | |
| *Topic Title*  *(e.g. chapter/experiment title)* | *Description* |
| Introduction to SHRM | Introduction of the course  Syllabus distribution |
| Part 1:  Ch: 3  Ch: 4 | **Part 1:** The framework of strategic HRM  **Ch: 3**  Strategic human resource management  **Ch: 4**  The strategic role of HR |
| Part 2:  Ch:5  Ch: 6  Ch: 7 | **Part 2:** HRM strategy in general  **Ch:5**  The nature of HR strategy  **Ch: 6**  Developing HR strategy  **Ch: 7**  Delivering HR strategy |
| Part 3:  Ch: 8 | **Part 3:** HRM strategies related to organizational capability and organizational and individual performance  **Ch: 8**  Organization development strategy |
| Ch: 9 | Human capital management strategy |
| Ch: 10 | Knowledge management strategy |
| Ch:11 | Corporate social responsibility strategy |
| Ch:12 | Organizational performance strategy |
| Ch:13 | Individual performance management strategy |
| Part 4:  Ch: 14  Ch: 15 | **Part 4**: HRM strategies dealing with specific aspects of HRM  **Ch: 14**  Employee engagement strategy  **Ch: 15**  Resourcing strategy |
| Ch:16  Ch: 17 | **Ch:16**  Talent management strategy  **Ch: 17**  Learning and development strategy |
| Ch:18  Ch: 19 | **Ch:18**  Reward strategy  **Ch: 19**  Employee relations strategy |
| Projects presentation and discussion | Presentation of final projects and discussions |
| Projects presentation and discussion | Presentation of final projects and discussions |

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| 1. Weekly Schedule | | | | | |
| *Week* | *Date* | *Topics covered* | *CILOs* | *Teaching Method* | *Assessment* |
| *1* |  | *Introduction of the course*  *Syllabus distribution* |  |  |  |
| *2* |  | *Ch3 & 4* | *3 & 4* | *Lecture*  *Workshop*  *Academic movie* | *Class engagement and discussion* |
| *3* |  | *Ch5, 6 & 7* | *1, 2 & 3* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *4* |  | *Ch8* | *1, 2 & 3* | *Lecture*  *Workshop*  *Journal article analysis*  *Final research title* | *Journal article analysis* |
| *5* |  | *Ch9* | *1,2,3 & 4* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *6* |  | *Ch10* | *1, 2 & 3* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *7* |  | *Mid-semester Break* |  |  |  |
| *8* |  | *Ch11* | *1, 2 & 3* | *Lecture*  *Workshop*  *Journal article analysis*  *Case study (1)* | *YouTube academic movie – critical analysis* |
| *9* |  | *Ch12* | *3 & 4* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *10* |  | *Ch13* | *1,2,3 & 4* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *11* |  | *Ch14 & 15* | *1,2 & 3* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *12* |  | *Ch16 & 17* | *1,2 & 3* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *13* |  | *Ch18 & 19* | *1,2 & 3* | *Lecture*  *Workshop*  *Journal article analysis* | *Journal article analysis* |
| *14* |  | *Projects presentation and discussion* | *3, 4 & 5* |  | *Presentation of final projects and discussions* |
| *15* |  | *Projects presentation and discussion* | *3, 4 & 5* |  | *Presentation of final projects and discussions* |
| *16* |  | *Review* |  |  |  |

* **Workshops**

Workshops are mainly brainstorming activities. By the end of each chapter the class will be divided in groups and each group has to create 3 questions based on the professor’s presentation (essay, MCQ and true or false questions). A competitive intellectual activity will take place during class time between groups to answer these questions.

* **A critical analysis of an online journal article related to each topic (15 %)**

Each student is invited to scan database resources & is asked to find 1 journal article related to the topic objectives. A critical analysis paper has to be handed in to me (according to the course schedule) of no more than 5 pages where the student has to include the following (**10 grades**):

* Research problem
* Research objective
* Research methodology
* Different parts and sections of the article (Brief)
* Results and recommendations of the author
* His/Her own point of view about:

1- The theoretical framework

2- The methodological framework

3- The research format

The student has to prepare a PowerPoint presentation for his work to be presented in 10 minutes (**5 grades**). The objective of this activity is to encourage the students to prepare a database about the subject and to explore the academic field of international business. I highly recommend the exchange of articles between students.

* **Case study/ Policy paper (1 cases) (15 %)**

During the class time the professor will present 1 scientific movie and will provide the students with the guidelines necessary to study each case. The student has to submit (one week after the movie presentation) a critical analysis (policy paper) of 3 to 5 pages about the case where he/she must explain and argue the relevance of his/her answer. All details will be discussed and announced by the instructor.

* **Final research paper (30 %)**

Each student will choose a company that has a specific problem related to SHRM for which the student will propose a solution. The problem must have been described in the media (supported with an academic movie about the case study). The student will write a research paper not exceeding 10 pages that contains the following (**20 grades**):

1. Introduction that contains a description of the company
2. The problem facing the company (symptoms)
3. The source of the problem (its root causes)
4. The different key players of decision making and there roles
5. The policies and strategies already taken to face the problem (if any)
6. The proposed solutions (short term and long term), (3 for each)
7. its effect on the various stakeholders (for each solution proposed)
8. The best solution (provide your point of view)
9. References

The student has to prepare a PowerPoint presentation for the work in no more than 10 minutes (**10 grades**).

**References**

Any proposal must include a detailed list of references, which tells the reader where to look for articles cited in the text. The references should follow a consistent format such as that used in business and management journals (refer to Harvard Business Referencing Model).

**- The deadline for your proposal is the 4th week of the semester.**

**- You have to submit your project 2 weeks before the final exams.**

**All my best wishes ..**