

Strategic HRM

Prepared by Dr. Sahar Ahmed

Week One

Lecture 1



Self Introduction

EDUCATION



Cairo University

2010-2015

Ph.D. Business Administration
Major: HRM



Cairo University

2006-2008

Master of Business Administration
Major: HRM



Dr. Sahar Ahmed

Assistant Professor

EXPERIENCE



Head of HR Dep.

2020-2024 Egyptian Nuclear & Radiological
Regulatory Authority

2009-2012 AOTIC- AlFuttaim Group

٢٠٠٦-٢٠٠٩ CHUBB Insurance

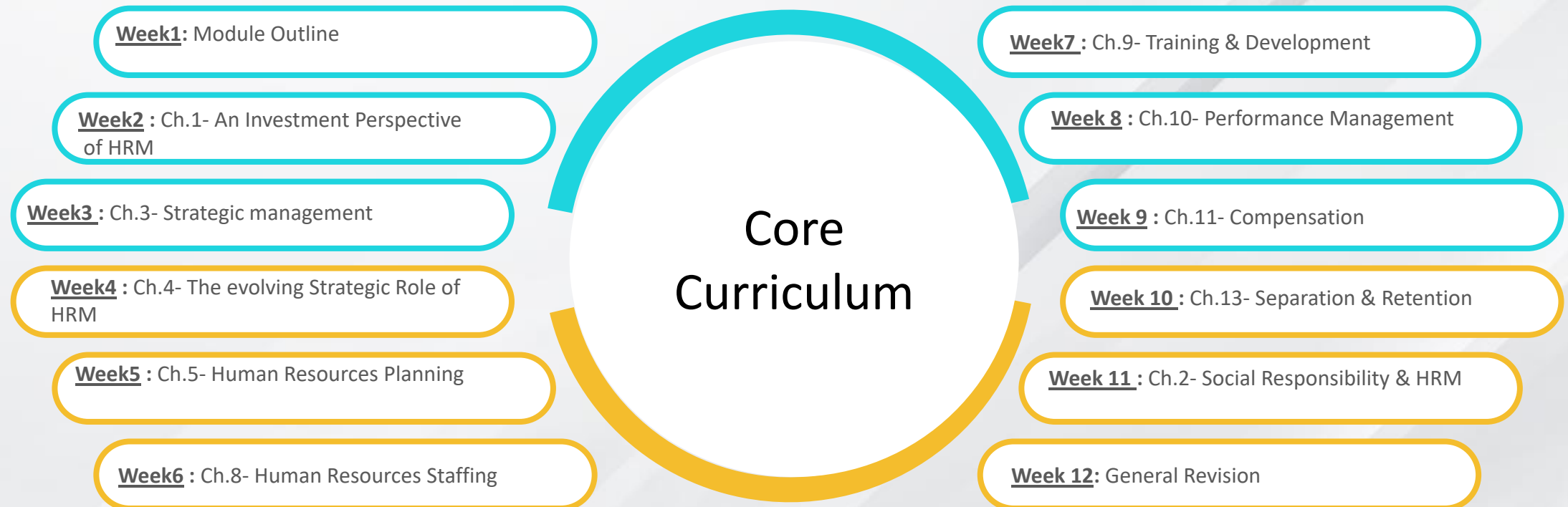


Assistant Professor

2012-2020

- Arab Open University
- British University in Egypt

Course Plan



Course Content

Weekly Lecture

- **Weekly Lecture:** Theoretical discussion for each chapter to build student learning (Pdf. + Recorded lecture)

- **Weekly Live Meeting:** Providing the opportunity for students to apply the material or skills before moving to the next section (Attendance is optional but recommended)

Weekly Quizzes (80%)

8 questions for each weekly quiz

1 mark for each question

Exam Type:
True/False+MCQ+Verbal Audio

Exam time: 24 minutes

Final Assessment (20%)

End of semester (Week 13)

Exam time: 60 minutes

Exam Type:
True/False+MCQ+Verbal Audio

الأعمال وتوزيع درجات الفصل الدراسي الثالث 2024
مرحلتي البكالوريوس والماجستير

توزيع الدرجات - 100%	الأعمال
حضور المحاضرة - حل الأسئلة المصاحبة	محاضرة مسجلة أسبوعيًا - السبت من كل أسبوع
8 درجات لكل اختبار قصير - بمجموع 80%	اختبار قصير مصاحب للمحاضرة بشكل أسبوعي
الحضور اختياري	حلقة نقاش افتراضية أسبوعية لمناقشة محتوى المحاضرة المسجلة
20%	الاختبار النهائي

يتم احتساب الغياب من خلال حل الطالب للاختبار القصير المصاحب للمحاضرة المسجلة الأسبوعية، وفي حال تغيب الطالب عن 4 اختبارات قصيرة يعتبر الطالب في حالة حرمان من المادة.

آخر موعد للاعتذار عن أي اختبار قصير يكون قبل إغلاق موعد الاختبار مع إرفاق دلائل ثبوتية على أي أعذار قهرية أو مرضية عبر نموذج الاعتذار عن اختبار أسبوعي (قصير) عبر منصة (SIS).

آخر موعد للاعتذار عن الاختبار النهائي يكون قبل موعد عقد الاختبار مع إرفاق دلائل ثبوتية على أي عذر قهري أو طبي، ولن يتم احتساب أي أعذار بعد نهاية الموعد، عبر نموذج الاعتذار عن مادة (اختبار نهائي) عبر منصة (SIS).

يحق لإدارة الجامعة مراعاة بعض الظروف القهرية.

Introduction

In today's business world, **the role of Human Resource Management (HRM) is increasingly becoming more strategic rather than administrative.**

It's crucial to understand how to adapt or change longstanding HRM responsibilities to those that support the business strategy and enhance the core capabilities of the organization

Effective organizations recognize that employees have value

- Much as organization's physical & capital assets have value

The **resource-based view (RBV)** argues that a firm's sustained competitive advantage is based on its **valuable, rare, inimitable, and non substitutable resources** (Barney, 1991)

Introduction

Sources of Employees Values

- **Technical Knowledge**
 - Markets, processes, customers, environment
- **Ability to Learn and Grow**
 - Openness to new ideas
 - Acquisition of knowledge & skills
- **Decision Making Capabilities**
- **Motivation & Commitment**
- **Teamwork**
 - Interpersonal skills, leadership ability



Chapter

01

An Investment Perspective of HRM

This chapter introduces the concept of treating human resource management processes from a strategic point of view. Key Focus:

- **The Human Element and Strategic HR**
- **Adopting an Investment Perspective**
- **Understanding and Measuring Human Capital**
- **HR Metrics**
- **Factors Influencing Investment Orientation**

Chapter



Strategic Management

This chapter dives into strategic management and its impact on Human Resources (HR). Key Focus:

- **Models of Strategies**
- **The Process of Strategic Management**
- **Corporate Strategies**
- **Business Strategies**

The Evolving Strategic Role of HRM

This chapter dives into how the role of HR managers has evolved. Key Focus:

- **Evolution of HR role: Traditional vs. Strategic**
- **Barriers to Strategic HR**
- **Outcomes of Strategic HR**
- **Model of Strategic Human Resource Management**

Human Resources Planning

This chapter focuses on HR planning from a strategic viewpoint. Key Focus

- **Objectives of HR planning:**
- **Types of planning:**
 - **Aggregate planning:**
 - **Succession planning:**
- **Mentoring**
- **Importance & Benefits of HR planning:**

Chapter

08

Human Resources Staffing

This Chapter emphasizes staffing as a crucial strategic HR function impacting profitability. Key Focus:

- **Recruitment considerations: temporary vs. permanent employees**
- **Selection decisions and their importance**
- **Testing in the screening process**
- **International assignments**
- **Documenting employment eligibility**
- **New staffing trends**

Training & Development (T&D)

This chapter dives into employee training and development (T&D) programs, highlighting their importance in today's dynamic work environment. Key Focus:

- **Importance of Training & Development**
- **Planning & Strategizing Training**
- **Organizational Development**
- **Integrating Training with Performance Management System**

Performance Management & Feedback

This chapter focuses on performance management and feedback, emphasizing their importance. Key Focus:

- **Designing Effective Performance Management**
 - **Who conducts evaluations?**
 - **What aspects are evaluated?**
 - **How are evaluations administered?**
 - **What are the evaluation measures?**
- **Critical Guidelines for Success**

Chapter

11

Compensation

This chapter provides insight into key compensation topics. Equity issues are examined from the individual, internal and external points of view. Key Focus:

- **Equity**
 - **Internal Equity**
 - **External Equity**
 - **Individual Equity**
- **Executive Compensation**
- **Compensation System**

Chapter

13

Employee Separation and Retention Management

This chapter highlights the importance of effectively managing employee separation, both voluntary (resignations) and involuntary (layoffs). Key Focus:

- **Restructuring and Reductions in Force**
- **Cost of Turnover**
- **Turnover**
- **Retirement**
- **Cost of Turnover**

Social Responsibility & HRM

This chapter dives into challenges faced by Human Resource Management (HRM) in a dynamic environment. Key Focus:

- **Workforce Demographic Changes & Diversity**
- **Ethical and Social Responsibility**
- **Conclusion**

References

Main Reference

- Mello A .Jeffrey (2011). Strategic Management of Human Resources (3rd ed.) South-Western Cengage Learning.

Additional Resources for extra reading.

- Boselie, Paul (2014). Strategic Human Resource Management: A Balanced Approach .McGraw Hill Companies.
- Millmor, Mike, Philip Lewis, and others (2007), Strategic Human Resource Management Contemporary issues. Ft Prentice Hall.



Thank You