

SECOND SEMESTER

MBAS 451: HUMAN RESOURCE MANAGEMENT

Workload	: 4 hours per week - Total credits 04
Examination	: 3 hours; 30 marks continuous evaluation & 70 marks final examination.
Objectives	1. To understand the theory and the concepts of HRM. 2. To get a summary of the various HRM roles and activities. 3. To get an insight into the legislative basic requirements.
Course Outcomes	1. Knowing HRM functions, concepts, role analysis that promotes the creation of a job description and job specification for different employee levels for students. 2. Synthesize information on recruitment process efficiency, sources & formal selection method comprehension. 3. Identify different types of preparation, and develop a training program. 4. Understand the concept of an organization's performance assessment process.

Pedagogy: Lectures, assignments, practical exercises, discussions, seminars, etc.

Module 1, Human Resource Management: Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. Introduction to Strategic HRM: Definition of SHRM, importance and nature. HRM Models: Harvard Model, SHRM "matching model".

Module 2, HR Acquisition & Retention: Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job description Vs job specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. Recruitment Introduction & Sources of Recruitment, Difference between recruitment and Selection-Recruitment, Selection Process, Induction and Orientation. Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion. Retention of Employees: Importance of retention, strategies of retention.

Module 3, Managing Employee Performance: Performance Appraisal & Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods. Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management.

Module 4, Training and Development: - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model.

Module 5, Compensation Management: Concept, Objectives, Importance of Compensation

Management, Process, Current Trends in Compensation. Factors in compensation plan. Wage/ Salary differentials, Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts & Methods, Grievance Procedure in Indian Industry.

Module 6, Labour relations and Employee security: Industrial relation and collective bargaining: Trade unions - Collective bargaining - future of trade unionism. Discipline administration - grievances handling - managing dismissals and separation. Labour Welfare: Importance & Implications of labour legislations - Employee health - Auditing HR functions, Future of HRM function.

Module 7, Emerging Trends in HRM: HRIS- Need, Advantages & Uses of HRIS. HR Accounting- Concepts, Objective, Advantage, Limitation & Method. HR Audit- Concept, Objective, Scope & Process. HR Shared Services- Concept, Objective, Benefits, Issues creating HR Shared Services. Overview of global human resource management.

Reference Books:

1. Human Resource Management, Arun Monappa, Tata McGraw Hill Publishing Company
2. Human Resource Management, C.B. Mamoria, Himalaya Publishing House
3. Human Resource Management, Gary Dessler Dorling Kindersley Pvt. Ltd.
4. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.
5. Performance Appraisal and Management, Himalaya Publishing House.
6. Winning on HR analytics: Leveraging data for competitive advantage, Ramesh Soundararajan and Kuldeep Singh, Sage Publication
7. The Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions Paperback, Shonna D. Waters, Valerie N. Streets, Lindsay McFarlane, Rachael Johnson-Murray.
8. Human Resource Management, Dr. S.S. Khanka, Sultan Chand, Delhi
9. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
10. Human Resource Management, Mirza & Zaiyaddin
11. Human Resource Management, Dr. P.C. Pardeshi, Niramli Publication
12. Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
13. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
14. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Kogan Page.
15. Applied Psychology in Human Resource Management, Cascio & Aguins,
16. Doing HR Analytics: A Practitioner's Handbook with R Examples, Lyndon, Mr. Sundmar, Createspace Independent Publication.
