**Syllabus for Master of Business Administration, 2nd Semester**

**Subject Name: Human Resource Management (HRM)**

 **Subject Code: 4529204**

**With effective from academic year 2018-19**

# Learning Outcome:

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| **Learning Outcome Component** | **Learning Outcome** |
| Business Environment andDomain Knowledge (BEDK) | Student will able to develop clear understanding ofNational/international market for Human resource |
| Critical thinking, BusinessAnalysis, Problem Solving and Innovative Solutions (CBPI) | Student will be capable of making decision to ensure rightperson at right place at right time with right place among various options available |
| Global Exposure and Cross- Cultural Understanding(GECCU) | To address the issue of diversity , changing demography and technological innovation, student will be exposed toglobal issues with culture, industry/domain specific issues |
| Social Responsiveness and Ethics (SRE) | Can deliver a lot on ethical part by fair treatment and delivering justice to employee. Can contribute to society by providing appropriate training and development to improveemployability |
| Effective Communication (EC) | Emphasizes on different approach of communication for execution of different functionof HRM, it is different in different stage, |
| Leadership and Teamwork (LT) | Requires great team work to improve HR productivity andeffectiveness, and have to lead from front for HR solution. |

1. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

# Course Contents:

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| **Module No.** | **Module Content** | **No. of Sessions** | **70 Marks****(External Evaluation)** |
| **I** | **Introduction to Human Resource Management:*** Meaning, Objectives**,** Scope and Functions of HRM
* Role and qualities of HR executives
* Changing environment of HRM in India
* Traditional Vs. Strategic HR
* Creating an HR based Competitive Advantage, Role of Line Manager for HR based Competitive Advantage

**Human Resource System****Macro and Micro Dimensions, Macro HR Policy; Factors affecting Macro HR policy; Micro HR, Factors affecting micro part of HR, MICRO Level practices Human Resource Planning:*** Significance and Process
* Factors affecting HRP
* Techniques of HRP
* Strategic HRP - Activities related to Strategic HR planning, Integration of HR plan & Business Plan, Strategies for managing employee shortage and

Surpluses | 10 | 18 |
|  | **Recruitment:*** Definition, Process and Sources of Recruitment, Factors governing the Recruitment Policy
* Industry Specific Strategy & labor market Choice

**Selection:*** Selection Process - Application Forms, Selection Tests, Interviews, Evaluation
* Role of Line & HR manager in Selection
* Placement and Induction
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| **II** | **Job Analysis, Job Design and Job Evaluation:*** Job Analysis - Features, Process and Methods of Job Analysis, Job Description, Job Specification
* Job Design - Meaning and Components of Job Design
* Job Evaluation - Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation

**Training and Management Development:*** Training – Meaning, Process and Methods
* Management Development – Meaning, Methods, Differences between Training and Development
 | 10 | 17 |
| **III** | **Performance Appraisal:*** Meaning, Need and Process
* Performance Appraisal Methods - 360-degree Feedback, Management by Objectives (MBO),
* Factors affecting Performance of an Employee, Correcting performance gap in different area

**Compensation and Reward Systems:*** Meaning, types, Strategic approach to compensation

**Industrial Relations*** Definition, Characteristics and Objectives of Industrial Relations,
* Factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India

**Industrial Conflict, and Dispute Resolution:*** Industrial conflict – Meaning, Nature of Industrial conflict
* Industrial disputes – Meaning, Causes, Outcomes and Methods of disputes settlement
* Collective Bargaining.
* ILO – Meaning, Conventions, recommendations and major activities
* Overview of Trade UnionAct,1926 :Major provisions, Registration, Types of union, Basic Rights
 | 12 | 21 |
| **IV** | **Employee Welfare and Social Security:*** Employee Welfare - Objectives of Employee Welfare, Statutory Welfare Facilities as per Factories Act 1948
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|  | and Non-Statutory Welfare Facilities* Social Security – Meaning, Features and Classification of Social Security
* Social Security Schemes in India - Employee State Insurance, Maternity Benefit, Payment of Gratuity, Employee Provident Fund (Coverage and Operation)

**Current Trends in HRM:*** Employee Engagement – Meaning, Degrees, Drivers, and Measurement of Engagement
* Talent Management – Meaning, Life cycle and Initiatives
* Diversity at work place – Meaning and Management strategies
* Mergers and Acquisitions in HRM.
* HR Scorecard.
* Knowledge Management Process.
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| **V** | **Practical:****Students may visit any company to understand the application of the topics learned in Module I to IV and may work on below given emerging topics in the field of HR.*** HR Analytics, HR Information System
* Employee Retention
* Handling of Employee Grievance and Harassment related issue.
* Glass ceiling and Gender Equality
* Recruitment and Selection process of various industries
* Performance appraisal system in public and private sector companies
* Identifying companies where best training and management development practices are followed.
 | --- | (30 marks CEC) |

1. **Teaching Method:**
	* Interactive discussions
	* Role Playing & brain-storming
	* Audio-visual Material (Using CDs/ Clippings)
	* Assignments and Presentations

# Evaluation:

Students shall be evaluated on the following components:

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| **A** | **Internal Evaluation** | **(Internal Assessment- 50 Marks)** |
| * Continuous Evaluation Component
 | 30 marks |
| * Class Presence & Participation
 | 10 marks |
| * Quiz
 | 10 marks |
| **B** | **Mid-Semester examination** | **(Internal Assessment-30 Marks)** |
| **C** | **End –Semester Examination** | **(External Assessment-70 Marks)** |

# Reference Books:

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| --- | --- | --- | --- | --- |
| **No** | **Author** | **Name Of Book** | **Publisher** | **Year Of Publication** |
| 1 | Pravin Durai | Human ResourceManagement | Pearson | Latest Edition |
|  | K. Ashwathapa | Human ResourceManagement | HimalayaPublication | Latest Edition |
| 2 | Garry Dessler and BijuVarkkey | Fundamentals of Human ResourceManagement | Pearson | Latest Edition |
| 3 | Uday Kumar Haldar &Juthika Sarkar | Human ResourceManagement | Oxford | Latest Edition |
| 4 | P. R. N. Sinha, S. P.Shekhar and Indu Bala | Human ResourceManagement | Cengage | Latest Edition |
| 5 | Sharon Pande & Swapnalekha Basak | Human Resource Management – Textand Cases | Vikas | Latest Edition |
| 6 | Das, Pulak | Strategic HumanResource management | CengageLearning | Latest Edition |
| 7 | Charles R Greer | Strategic HumanResource Management | Pearson | Latest Edition |
| 8 | Jeffrey A Mello | Strategic HRM | Cengage | Latest Edition |

**Note:** Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed

# List of Journals / Periodicals / Magazines / Newspapers, etc.

1. Journal of Organizational Culture
2. Communication and Conflict
3. Harvard Business Review
4. Business India / Business Today / Business World, University News
5. Human Capital
6. Indian Journal of Industrial Relations
7. HRM Review
8. Indian Journal of Training and Development
9. South Asian Journal of Human Resource Management
10. International Journal of strategic human management
11. Asian Journal of Management Cases
12. Global Business Review
13. South Asia Economic Journal
14. Economic & Political Weekly, Business India / Business World, Mint