

<b>HRES 3001</b>	<b>Human Resource Management</b>	L	T	P	C
<b>Version 1.0</b>		3	0	0	3
<b>Pre-requisites/Exposure</b>	Understanding of general principles of management				
<b>Co-requisites</b>	Understanding of Organizational Behavior and Business Communication				

### Course Objectives

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources
3. To develop relevant skills necessary for application in HR related issues
4. To Enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions

### Course Outcomes

On completion of this course, the students will be able

**CO1:** To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

**CO2:** To develop necessary skill set for application of various HR issues.

**CO3:** To analyse the strategic issues and strategies required to select and develop manpower resources.

**CO4:** To integrate the knowledge of HR concepts to take correct business decisions.

### Catalog Description

The main objective of Human Resource Management is to help the students to acquire and develop skill to design rationale decisions in the discipline of human resource management. An efficient HR manager must guide the work force, influence their behavior and motivate them to conduct maximum towards the achievement of organizational goals. This course focuses on issues and strategies required to select and develop manpower resources. It will stand the students in good stead if all students report to, and actively participate in all deliberations. Additionally to draw the maximum mileage from the case studies the students would be enquired to come ready with their case analysis along with identification of the problem and the recommendations to resolve the same. For the purpose of case discussion, the class will be divided into smaller groups. For each case the group is supposed to submit case analysis as directed.

#### Class Participation

Class participation is an inescapable necessity. Students are expected to ask questions, as well as offer insights related to the discussion. Learning is a never ending process, and we all stand to gain from the knowledge, experience, and opinions of others. There are many ways to participate like answering questions, asking questions, seeking clarifications sharing insights, observation, or experience with others in the class, and presenting an article/topic relevant to the course.

Quizzes / Surprise Tests: Quizzes to be taken individually will be conducted; the quizzes will be objective and/or short in format and cover related text chapter material/ additional reading material.

Projects: The students will be required to work on a couple of live projects, develop and submit report on all. One of the projects has to be presented in the class using power point presentation. The length of the presentation must not exceed 20 minutes.

Case Analysis: Working in groups/ individually, the students will be required to submit analyses of the cases reflecting on the problem, genesis of the problem, probable solutions to the problem, merits and demerits of the probable solutions, proposed solution with action plan. The analyses must be limited to five pages. Cases to be discussed are indicated in the course plan.

Assignments: Working in groups, the students will be required to develop and deliver a presentation of 20 minutes on contemporary / challenging issues worth digging deep. Suggested Topics include Learning Organizations, Knowledge Management, HR Outsourcing, Quantifying HR, Behavioral Event Interviewing (BEI), Global HR, HRIS, e-HR and Green HR.

Classroom Activities: Working in groups/ individually, the students will be required to complete the activity and submit a report on same at the end of the class.

## **Course Content**

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### **Unit I: 6 lecture hours**

*Introduction to Human Resource Management:* Meaning, Function, Significance & Challenges of HRM, HR Policies

*Strategic Human Resource Management (SHRM)*

Introduction, Strategic HR systems, Strategic role of HR and Strategic HR business implications.

### **Unit II: 6 lecture hours**

*Human Resource Planning:* Introduction to HRP, Various Methods of HRP Forecasting and HR Effectiveness

*Recruiting, Selecting & Socializing:* Policy Issues, sources of people, selection process & tests, Socialization

*Internal Mobility:*

Introduction, Career Planning and Development, Culture Shock

### **Unit III: 6 lecture hours**

*Training & Developing Workforce and Organizational Development*

Concept, need, method, importance & evaluation of training & development; principle of learning; Introduction to and Interventions in OD

### **Unit IV: 6 lecture hours**

*Performance Management System :* Definition, importance, objectives, components and methods of performance management system.

*Compensation Management :* Principal compensation issue, job evaluation, pay-structure, individual & group incentives.

**Unit V: 6 lecture hours**

*Global Human Resource Management*

Introduction and Approaches to Global HRM, Expatriate Management: Training, Appraising and Planning, Components & Tools of Job Analysis

*Contemporary Issues in Human Resource Management*

Competency Mapping, HR Outsourcing, knowledge Management and Learning Organization

**Unit VI: 6 lecture hours**

*Social Security and Labour Welfare:*

Concept of Social Security, Workers Participation in Management Significance and various social security legislations in India

**Text Books**

1. George W Bohlander and Scott A Snell (2013), “*Principles of Human Resource Management*”. Fifteenth Edition”; Thomson Publications.
2. VSP Rao, “*Human Resource Management*”, (2010), Excel Books, 3<sup>rd</sup> Edition

**Reference Books**

1. K Aswathappa, “*Human Resource and Personal Management*” (2017) Tata McGraw Hill, 8<sup>th</sup> Edition
2. Stephen P. Robbins, “*Human Resource Management*”, (2002), Pearson Education Asia.
3. Sarah Gilmore and Steve Williams (2014). “*Human Resource Management*”. Oxford University Press.
4. Tayeb, M. (2005). *International human resource management*. Oxford University Press.

**Modes of Evaluation: Quiz/Assignment/ presentation/ extempore/ Written Examination Examination Scheme:**

Components	MSE	Presentation/Assignment/ etc	ESE
<b>Weightage (%)</b>	<b>20</b>	<b>30</b>	<b>50</b>
		- Tests -25 Marks	
		- Activity/project (Field Study report/ Video/ poster) -35 Marks	
		- Group Presentations - 25 Marks	
		- Term paper - 15 Marks	

**ASSESSMENT TOOLS:**

CO 1	CO2	CO3	CO4
Tests	Assignment	Case Analysis	Term Paper
Assignment	Case Analysis	Project/ Activity	Project/ Activity
Term paper	Tests	Presentations	Presentation
Class test			

### Relationship between the Course Outcomes (COs) and Program Outcomes (POs)

Mapping between COs and POs		
	Course Outcomes (COs)	Mapped Programme Outcomes
<b>CO1</b>	To develop the understanding of the concept of human resource management and to understand its relevance in organizations.	<b>PO 1, 2, 4, 8,9,12</b>
<b>CO2</b>	To develop necessary skill set for application of various HR issues.	<b>PO 2,3,4,8,7,8</b>
<b>CO3</b>	To analyse the strategic issues and strategies required to select and develop manpower resources.	<b>PO 3,4,6,8, 9, 12</b>
<b>CO4</b>	To integrate the knowledge of HR concepts to take correct business decisions.	<b>PO 4,5,6,7,9,10,11</b>

### Program Outcome / Course Outcome mapping

Course Outcomes	CO 1	CO 2	CO 3	CO 4
<b>PO 1</b>	3	3	3	2
<b>PO 2</b>	3	3	3	2
<b>PO 3</b>	3	3	3	2
<b>PO 4</b>	3	1	1	3
<b>PO 5</b>	2	2	1	3
<b>PO 6</b>	2	2	2	2
<b>PO 7</b>	3	3	1	2
<b>PO 8</b>	3	3	3	3
<b>PSO 9</b>	3	3	3	1
<b>PSO 10</b>	3	3	3	2
<b>PSO 11</b>	3	3	3	2
<b>PSO 12</b>	1	1	1	3

			Students will demonstrate strong conceptual knowledge of management & its functional areas.	Students will demonstrate effective oral and written communication skills in the professional context.	Students will be able to work effectively in teams and demonstrate team-building capabilities.	Students will be able to evaluate the legal, social and economic environments of business.	Students will be able to describe the global environment of business.	Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business.	Students will be able to apply decision-support tools to business decision making.	Students will be able to apply knowledge of business concepts and functions in an integrated manner.	Students will demonstrate conceptual domain knowledge of the logistics sector.	Students will apply decision-support tools to decision making in logistics sector.	Students will apply conceptual knowledge of logistics sector in an integrated manner.	Students will demonstrate employable and deployable skills for appropriate roles in management.
HRE S 300 1	<b>Human Resource Management</b>	<b>PO 1</b>	<b>PO 2</b>	<b>PO 3</b>	<b>PO 4</b>	<b>PO 5</b>	<b>PO 6</b>	<b>P O 7</b>	<b>PO 8</b>	<b>PSO 9</b>	<b>PSO 10</b>	<b>PSO 11</b>	<b>PSO1 2</b>	
		3	3	3	2	2	2	2	3	2	3	3	2	

- 1 – Weakly mapped**  
**2 – Moderately mapped**  
**3 – Strongly mapped**



Name:

Enrolment No:

Course: HRES 3001 – Human Resource Management

Programme: BBA (LM)

Semester: EVEN-2018-19

Time: 03 hrs.

Max. Marks:100

**Instructions:**

Attempt all questions from **Section A** (each carrying 2 marks); All **Questions** from **Section B** (each carrying 5 marks). Any three questions from **Section C**. **Section D** is Compulsory (carrying 30 marks).

**Section A**

(2x10=)  
20

**Define the following ( in about 30 words)**

Human Resource Planning

Downsizing

Turnover rate

Yield Ratio

Assessment Centre

Human Resource Information System

Unstructured interview

Employee Orientation

Realistic Job Preview

Job Analysis

CO1

**Section B (Answer all Questions)**

1.	Explain the concept of social security? What is the importance of workers' participation in management	[5]	CO1
2.	Assume that you are a senior HR manager of a logistics company. You need to hire a marketing manager for the company. Design a suitable selection process for the purpose.	[5]	CO2
3.	Differentiate between 'performance management' and 'Performance Appraisal'. Describe and critically analyse any two performance appraisal methods used by organizations.	[5]	CO3
4.	What are the advantages and disadvantages of giving incentives to the employees? Do you think it will always lead to improving productivity?	[5]	CO4

**SECTION C (Attempt any Two Questions)**

4.	'HR functions have no more remained auxiliary functions. In the current business environment HRM has acquired a more strategic role. It has evolved from a mere personnel management to human capital management.' In the context of above statement trace the evolution of human resource management and also discuss how the present human resource management differs from the personnel management of	[15]	CO4
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	yesteryears.		
5.	Discuss the problems in HRP. How can you plan for human resources in an effective manner	[15]	CO3
6.	The General Manager of an organization is of the view that there is no need for an elaborate Human Resource Planning when there are people always available in plenty. How would you convince him	[15]	CO3
<b>SECTION C is Compulsory</b>			
7.	<p><u>Study the following case and answer the questions that follow:</u></p> <p>Based on his view of what is happening in Fortune Financial Services Limited (FFSFL)., Robin Singh, the Branch Manager of Delhi office, concluded that one of the first things he had to attend involved developing job descriptions for his on-line trading assistants. The daily turnover of the FFSL's Branch in the Connaught Circus area has been going up steadily in recent times, thanks to the stock market boom. In Jan 2003, it had reached on all-time high of Rs 10 crore. To encash the opportunities presented by the boom, FFSL had recruited 5 additional assistants- all young graduates with over two years' experience in stock operations –taking the total number of trading assistants to 12. Two supervisors had also been appointed about six months back to oversee trading arrangements and back-office operations. The branch allows trading in stocks belonging to Bombay Stock Exchange and National Stock Exchange. Each assistant had to look after the requirements of more than 50 clients on a daily basis.</p> <p>In recent times, FFSL faced a number of problems on settlement days, especially when there is a sustained rise or fall in stock prices. The major ones included the following:</p> <ul style="list-style-type: none"> <li>• Clients exceeded their limits with active cooperation from trading assistants/supervisors</li> <li>• Clients issued cheques which bounced back later on</li> <li>• Delivery slips not handed over in case of dematerialized stocks</li> <li>• Clients simply disappeared for a while, whenever they took a long position in particular scrip – only to surface when the price is up.</li> </ul> <p>Robin Singh brought these problems to the notice of management and suggested the following steps:</p> <ul style="list-style-type: none"> <li>• Clearly define the roles and responsibilities of trading assistants and supervisors</li> <li>• Assess the net worth of a client carefully before enrolling him as a member: set trading limits clearly and circulate these to assistants daily</li> <li>• On the settlement day, ask the clients to pay or square up.</li> <li>• Collect amounts from clients on a daily basis whenever they exceeded limits</li> <li>• Make the entire group responsible, whenever the assistant's allowed clients to exceed limits.</li> </ul>		
7	What should be the format and final form of the trading assistants' job description?	[15]	CO4
8.	Is it advisable to specify rules and regulations in the body of the job description or should these be kept separately?	[15]	CO4