

HRES7007	Human Resource Management	L	T	P	C
Version 1.0		3	0	0	3
Pre-requisites/Exposure	Basic knowledge of general Management				
Co-requisites	Student must have basic understanding of Business Communication and Organisational Behavior				

Course Objectives

1. To acquaint and understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To make ready for self-selling by the prospective new incumbent to suit to the requirements of the organization.
3. To help the students to develop cognizance of the significance of human resource practices.
4. To enable students on how to develop HR policies under changing conditions

Course Outcomes

On completion of this course, the students will be able to

CO1: To develop the understanding of the concept of Human Resource Management and to demonstrate its relevance in organizations.

CO2: To demonstrate the applicability of analyzing the complexities associated with management of workforce.

CO3: To analyze the complexities associated with designing HR policies.

CO4: To demonstrate how Human Resource Management can integrate in understanding the people aspects in organizations.

Catalog Description

The main objective of Human Resource Management is to help the students to acquire and develop skills to design rational 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.

Workforce is regarded as the most valuable asset of an organization. Human aspects are critical in each functional aspects of management and equally so for the effective utilization of resources. In this view, studying human resource management has a great deal of importance. This course is mainly designed for the students who are being exposed to human resourced management or the first time.

The course encompasses the various sub-functions of human resource management in the organizational context. It highlights the significance of recruitment and selection, training and

development, compensation and benefits, performance management, employee welfare schemes, and contemporary issues in human resource management discipline.

Classroom activities involving lectures, discussions and case studies (topped up with role play) will be designed to encourage students to get involved and absorb & assimilate inputs. These activities will be supplemented by group discussions, cooperative group solving problems, analysis of video cases and debates.

Course Content

Unit I: 4 lecture hours

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT: Meaning, Functions, Significance, Job Analysis, Job Evaluation, Job Design, 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: 4 lecture hours

HUMAN RESOURCE PLANNING: Introduction to HRP, Various Methods of HRP, Forecasting and HR Effectiveness.

Unit III: 4 lecture hours

RECRUITING, SELECTING & SOCIALIZING

Policy Issues, Sources of people, Selection process & tests, Socialization,

. Unit IV: 4 lecture hours

TRAINING & DEVELOPING WORKFORCE

Concept, Need of Training & Development, Methods of Training & Development, Importance & evaluation of training & development, Principle of learning,

. Unit V: 4 lecture hours

PERFORMANCE MANAGEMENT SYSTEM

Definition, Importance, objectives, Components and Methods of performance management system.

. Unit VI: 4 lecture hours

COMPENSATION MANAGEMENT

Principal compensation issues, Job evaluation, Job Description and Job Specification, Pay-structures, Individual & group incentives,

Unit VII: 4 lecture hours
INTERNAL MOBILITY

Introduction, Career Planning and Development.

Unit VIII: 4 lecture hours
SOCIAL SECURITY AND LABOUR WELFARE

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

Unit IX: 4 lecture hours
CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT

Competency Mapping, HR Outsourcing, Knowledge Management and Learning Organizations.

Text Books

1. Dessler, G. & Varkkey, B. (2017). *Human Resource Management*, 15th Edition, Pearson education, New Delhi.
2. Bohlander, A. & Snell, T. (2017). *Managing Human Resources*, 16th edition, Thomson Publications, New Delhi.
3. Rao, V. S. P. (2016). *Human Resource Management*, 6th Edition, Excel publishers, New Delhi.

Reference books

1. Saiyadain, M. S. (2014). *Human Resource Management*, 4th Edition, Tata McGraw Hill Publishers, New Delhi.
2. Memoria, C. B. (2014). *Personnel management: text and cases*, 16th Edition, Himalaya Publishing House, new Delhi.

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

Components	Continuous Evaluation (Discussion/Assignment/Presentation/Case Analysis / Quiz)	ESE
Weightage (%)	Discussion=10 Assignment=10 Presentation=10 Case Analysis=10 Quiz=10 Total=50	50

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

Mapping between COs and Program Outcomes (POs)		
	Course Outcomes (COs)	Mapped Program Outcomes (POs)
CO1	To develop the understanding of the concept of Human Resource Management and to demonstrate its relevance in organizations.	1,3,4,6,7,8
CO2	To demonstrate the applicability of analyzing the complexities associated with management of workforce.	1,2,3,6,7,8
CO3	To analyze the complexities associated with designing HR policies.	2,4,5,6,7
CO4	To demonstrate how Human Resource Management can integrate in understanding the people aspects in organizations.	1,3,4,6,7,8

Program Outcome / Course Outcome mapping

Course Outcomes	CO 1	CO 2	CO 3	CO 4
PO 1	3	3	1	3
PO 2	1	3	3	1
PO 3	3	3	1	3
PO 4	3	1	3	3
PO 5	2	2	1	3
PO 6	3	3	3	3
PO 7	3	3	3	3
PO 8	3	3	3	3

		Students will have strong conceptual knowledge in the core areas of management and respective domains	Students will demonstrate an ability to critically analyse problems using an in depth understanding of the domain dynamics	Students will effectively apply their learnings to evaluate business situations and evolve alternative	Students will be able to work effectively in teams and demonstrate team building capabilities	Students will have excellent oral and written communication	Students will be able to exhibit leadership, networking and team building skills in handling business situations	Students will be sensitive to ethical and moral issues arising in the course of their careers and learn to address them professionally	Students will demonstrate desirable qualities to facilitate sustainable employment / deployment
Course Code HRES 7002	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8
Organizational Behavior		3	2	3	3	2	3	3	3

3 = Strongly Mapped

2 = Moderately Mapped

1 = Weakly Mapped

3 = Strongly Mapped

2 = Moderately Mapped

1 = Weakly Mapped

Model Question Paper

Name:			
Enrolment No:			
Course: HRES 7007 –Human Resource Management Programme: MBA PM Semester: II (2017-18) Time: 03 hrs. Max. Marks:100			
Instructions: Attempt all questions from Section A (each carrying 1 mark), any Four Questions from Section B (each carrying 5 marks). Any three from Section C (each carrying 10 marks), Section D is compulsory (each carrying 15 marks).			
Section A: Attempt all questions. Each carries 1 mark. (1X20=20)			
1.	Mention ‘T’ for ‘ True’ and ‘F’ for ‘False’	(CO1)	
	<ol style="list-style-type: none"> 1. Goal and objectives are the same thing 2. ‘Staffing Tables’ is a method of forecasting internal labor supply. 3. In job specification the pay package offered is Rs 45000 – 2000 – 60000. In this Rs 2000 relates to bonus that you will get. 4. Graphology (as it related to earlier method of selection) relates to handwriting. 5. For selection the types of tests are Ability, Personality and Physical fitness 6. Management Inventory and Skill Inventorying are the same thing 7. HIRS stands for Human Resource Individual Skills 8. Organizations policy relates to pre-determined established guidelines towards the attainment of accepted goals and objectives 9. For recruitment in an organization, the best method is advertisement in a newspaper. 10. Cost minimization is a major factor which impacts HRM 11. One of the important factors, impacting HRM is the attitude of dependents of the worker/employee. 12. Staffing Tables is a method of forecasting internal labor supply. 13. Improper linkage between HRP and corporate’s HRM strategy is barrier to HRP. 14. Both indirect and direct observations are the methods of gathering information for job analysis. 15. Achievement tests are also called Trade tests 16. Grade and wage levels are pre-determined before jobs are ranked. 17. Validity is designed to discover worker’s area of interest. 18. Non- directive interview is also called unstructured interview. 19. Tele conferencing is ‘On the job training’. 20. Alternative Form Method is related to establishing validity. 		
SECTION B (4*5=20)			
2.	What are the advantages of Selection tests? Give any five.	[5]	CO1
3.	One of the methods of forecasting in HRP is ‘Work Study Technique’. What are the other methods? Make table of Work Study Technique to explain..	[5]	CO2
4.	Define Recruitment? What is the purpose and importance of recruitment? Give answer in point form.	[5]	CO3

5.	HRP is concerned with Translation of objectives into HR numbers.	[5]	CO4
6.	What is the difference between induction and orientation?	[5]	CO2
SECTION C (10*3=30)			
7	Differentiate Between (select any two) a) Job Evaluation and Performance Appraisal b) Skill based Pay and Job based Pay c) Wages, Salary and Compensation. d) Distinguish Between: Minimum Wages, Living Wages and Fair Wages.	[10]	CO1
8	What do you understand by administration of Fringe Benefits Explain with the help of Examples?	[10]	CO2
9	Surprisingly, having done MBA from one of the Top Management Institue Mr.Ravi Singh is not clear about the types of interviews which are based on Interaction Pattern. You have just joined Shree Logistics Company and Mr. Ravi Singh (Sr. Manager) requests you to brief him on types of Interaction Pattern based interviews. He claims that even if you explain each of these to him in point form he will understand. So, please do it for his benefit?	[10]	CO3
10	You are the Director HR of a logistics company which is MNC in its Operation. The board of directors has asked you to put up to them draft 'Job Description' for a 'Ware house Manager'. Make assumptions and put up the Job Description	[10]	CO4
SECTION D (15*2=30)			
	<p><u>Background:</u> Rajesh is a supervisor in a commercial tool room in the machining section of Priyanka Industries Ltd. for the past seven years. He is a diploma holder in Mechanical Engg., joined as an apprentice trainee and has grown to be a supervisor. During all these years in the company, he had no occasion to attend any supervisory development programme and his concentration has been only on the technical aspects of his job. The present works manager has seen Rajesh grow from apprentice to supervisor and yet to reconcile with the change of responsibilities and designation of Rajesh.</p> <p><u>Case Situation:</u> On a particular day Rajesh had prepared schedule for the day for all the machines and on the jig-boring machine, the top priority was for a job from HAL. When Rajesh came for his round, he was surprised to see that the operator had loaded some other job then the job from HAL on the jig-boring machine. At this Rajesh was annoyed and the following <u>conversation</u> took place:</p> <p>Supervisor to Operator: Please take up this HAL job immediately. It is a top priority.</p> <p>Operator: <i>Work Manager (WM) has given me another job. Only after finishing this, I can take up HAL job.</i></p> <p>Supervisor: I do not want to hear all that. WM has told me that</p>		

	<p>anything else has to be stopped and the HAL job has to be taken up first.</p> <p>Operator: <i>Agreed--- when you say a job is urgent I always take it up immediately. But, what have you done about my increment which has been due for three months?</i></p> <p>Supervisor: These things----- I am not answerable. The management is responsible. However, you are not the only person with such a grievance, there are many more, I am helpless. I suggest you go and sort it out with the WM.</p> <p>Operator: <i>Being supervisor it is your duty to sort out my problems, as I report to you.</i></p> <p>Supervisor: Do not tell me my job. I am not interested and as I have told you, you may sort out your problem with the WM and now I do not care whether you take up this HAL job or not. I will simply report to higher authorities about your misconduct. Let them do what they want. Do not come back to me crying again.</p>		
11.	Recommend a managerial action plan to check the present situation.	[15]	CO3
12.	Recommend a managerial action plan to prevent such an episode in the future.	[15]	CO4
