

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 update themselves with contemporary issues in area of HRM				

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 understand 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 also be supplemented by group discussions, cooperative group solving problems, analysis of video cases and debates.

Class participation is a fundamental aspect of this course. Students will be encouraged to actively take part in all group activities and to give an oral group presentation. Students will be expected to interact with media resources, such as, web sites, videos, DVDs, and newspapers etc.

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 HUMANA RESOURCE MANAGEMENT

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

Text Books

Text Books

1. Organizational Behaviour, Robbins, S.P., Judge, Sanghi, S.
2. Organizational behaviour, Fred Luthans., McGraw Hill international edition

Reference Books

1. Human behavior at work, John W. Newstrom & Keith Davis, TMH
2. ORGB, Debra Nelson & James Campbell Quick, Cengage Learning.
3. Organizational Behaviour: A Strategic Approach, Hitt, Miller, & Colella, Wiley India
4. Organizational Behaviour, McShane, Glinow, & Sharma, R.R, TMH

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

Components	Continuous Evaluation (Presentation/Assignment/ etc.)	ESE
Weightage (%)	50	50

ASSESSMENT TOOLS:

CO 1	CO2	CO3	CO4
Discussion Assignment Case let Analysis	Discussion Assignment Case Analysis	Case Analysis Video Analysis Presentation	Case Analysis Video Analysis Presentation

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

Mapping between COs and POs		
	COURSE OUTCOMES (COs)	POs
CO 1	To develop the understanding of the concept of human resource management and to understand its relevance in organizations.	PO 1,2, 3,4,7,8,9,10, 11,13, 14
CO 2	To demonstrate the applicability of analyzing the complexities associated with management of workforce.	PO 1,2, 3, 7,8,9,10, 11,14
CO 3	To analyze the complexities associated with designing HR policies.	PO 1,2, 3, 8,9,10, 11, 13,14
CO 4	To demonstrate how human resource management can integrate in understanding the people aspects in organizations.	PO 4,5, 8,12,13, 14

Program Outcome / Course Outcome mapping

Course Outcomes	CO 1	CO 2	CO 3	CO 4
PO 1	3	3	3	2
PO 2	3	3	3	2


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PO 3	3	3	3	2
PO 4	3	1	1	3
PO 5	2	2	1	3
PO 6	1	1	1	1
PO 7	3	3	1	2
PO 8	3	3	3	3
PSO 9	3	3	3	1
PSO 10	3	3	3	2
PSO 11	3	3	3	2
PSO 12	1	1	1	3
PSO 13	3	1	3	3
PSO 14	3	3	3	3

Course Code	Course Title	PO 1	PO 2	PO 3	PO 4	PO 5	PO 6	PO 7	PO 8	PSO 9	PSO 10	PSO 11	PS12	PSO 13	PSO 14
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		Students will be able to develop and evaluate alternate managerial decisions and identify optimal solutions	Students will demonstrate effective application capabilities of their conceptual understanding to the real world business situations	Students will be able to exhibit effective decision making skills, employing analytical and critical thinking ability	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 exhibit leadership and networking skills while handling business situations	Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the course of business	Students will demonstrate employability traits in line with the changing dynamics of the industry	Students will demonstrate strong conceptual knowledge in the functional area of management as well as LSCM domain	Students will demonstrate effective understanding of relevant functional areas of management and their application in LSCM	Students will demonstrate analytical skills in identification and resolution of business problems pertaining to LSCM & general management	Students will exhibit the ability to integrate functional areas of management with domain perspective for the purpose of planning, implementation & control of LSCM	Students will have global perspective towards business situations in the area of LSCM	Students will exhibit deployable skills pertinent to the LSCM sector

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

Model Question Paper

Name: Enrolment No:			
Course: HRES7007– Human Resource Management Programme: MBA Semester: EVEN-2016-187 Time: 03 hrs. Max. Marks:100			
Instructions: Attempt any three questions from Section A (each carrying 6 marks); any Two Questions from Section B (each carrying 10 marks). Section C is Compulsory (carrying 16 marks).			
Section A (attempt all)			
1.	Define strategic human resource management with an example.	[6]	CO3
2.	Differentiate between incentives and perquisites.	[6]	CO1
3.	Describe training need assessment process	[6]	CO2
4.	What is competency development?	[6]	CO4
SECTION B (Attempt all)			
4.	Q1 Why training need assessment (TNA) is significant? Explain the fol in light of TNA with a rationale. <u>Case 1:</u> The newly appointed Senior Executive at Madrid Sports Group believed that the training he attended could not meet his work responsibilities. <u>Case 2:</u> The Manager of Merengues Club believes that the competency	[10]	CO1 CO2

	gained through learning programme has improved his performance.		
5.	<p>Q2 Elucidate knowledge management. Explain the importance of KM in light of below-mentioned examples.</p> <p>Case 1: Mr. Varane joined the HR department of Blancos in 2017. The CHRO asked him to work with the other three HR executives of the department. The executives were reluctant to share any knowledge with Varane. This led to serious challenge for Varane to work as he was new to the department and without any knowledge of existing SOPs, he was not able to work. There were confusions and confrontations. There was no knowledge repository to answer his queries either. (5 marks)</p> <p>Case 2: Blancos, later developed an integrated system to provide a centralized repository for HR executives to raise any query and get an instant response. Varane was able to perform effectively and receive appreciation from his supervisor. (5 marks)</p>	[10]	CO3
6.	<p>Attempt any four question:</p> <ol style="list-style-type: none"> 1. Differentiate between recruitment and selection. Explain different modes of external sources of recruitment. 2. Explain different methods of job evaluation 3. Explain HRP with an example 4. Describe performance management system. Discuss 360 degree method. 5. Discuss the significance of compensation administration. 6. Explain- Job description Job design Job specification 	[40]	CO1 CO2 CO3 CO4
SECTION C is Compulsory			
	<p>Background: Carvajal is a supervisor in a commercial tool room in the machining section of Blancos 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 Carvajal grow from apprentice to supervisor and yet to reconcile with the change of responsibilities and designation of Rajesh.</p> <p>Case Situation: On a particular day Carvajal had prepared schedule for</p>		

	<p>the day for all the machines and on the jig-boring machine, the top priority was for a job from HAL. When Carvajal 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 Carvajal was annoyed and the following <u>conversation</u> took place:</p> <p>Manager 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>Manager: I do not want to hear all that. WM has told me that 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>Manager: 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>Manager: 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>		
7.	Draw a managerial action plan to combat the present challenge	[8]	CO3
8.	Recommend a managerial action plan to prevent such an episode in the future.	[8]	CO4