

HRES 7007	Human resource Management	L	T	P	C
Version 1.0		2	1	0	3
Pre-requisites/Exposure	Basic Knowledge of General Management				
Co-requisites	Basic knowledge of Organizational Behaviour and Principles and Practice of Management				

Course Objectives

1. To help students learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM plays in effective business administration.
2. This curriculum seeks to provide a strong grounding in broad-based fundamental human resource management knowledge and skills to prepare students for meaningful and productive careers as human resource managers and professionals.

Course Outcomes

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

CO1: Demonstrate a clear understanding of the concepts related to human resource management.

CO2: Develop and evaluate the managerial decisions and align HR systems with the strategic business objectives of a firm.

CO3: Demonstrate effective application capabilities of their conceptual understanding to the real world business situations.

Catalog Description

Human resource is considered as the most important asset of any organization. However, managing these assets is often the most challenging and complex task required of a manager. Therefore, in order to ensure that people are really a source of competitive advantage, it is very important responsibility of managers to understand the concepts, principles and philosophy of human resource management. This course is designed primarily for first year students who are already exposed to organizational behavior and have acquired the basic understanding of the human behavior in the organizational context. This course introduces the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively.

Classroom activities involving lectures, discussions and case studies 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, usages of on line resources, written assignments and classroom presentations.

Course Content

Unit I: 4.5 lecture hours

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Concept, Definition, Objectives, Functions, Challenges, HR and competitive advantage, Role of HR and Line managers in people management.

Unit II: 4.5 lecture hours

HUMAN RESOURCE MANAGEMENT PROCESSES

Strategic HRMI, Competency based HRM, Roles, competency and Job analysis.

Unit III: 6 lecture hours

HUMAN RESOURCE - RESOURCING

Human resource planning, Recruitment and selection, Socialization, Global hiring practices

Unit IV: 6lecture hours

HUMAN RESOURCE DEVELOPMENT

Concept, Need of Training & Development, Methods of Training & Development, Importance & evaluation of training & development, Principle of learning, Career Planning and development, developing expatriate managers.

Unit V: 6 lecture hours

PERFORMANCE MANAGEMENT SYSTEM

Definition, Importance, objectives, Components and Methods of performance management system, Performance management - International practices.

Unit VI: 6 lecture hours

COMPENSATION MANAGEMENT

Compensation issues, Factors affecting compensation, designing pay structure, Job evaluation, Benefits, Incentives, Rewarding expatriates.

Unit VII: 3 lecture hours

EMPLOYEE RELATIONS AND WELFARE

Introduction to IR, Importance, concept of social security, Significance of Workers Participation in Management.

Text Books

Text Books

1. Human Resource Management, Snell, Bohlander & Vohra.
2. Human Resource Management, Dessler
3. Human Resource Management, Fisher, Schoenfeldt & Shaw

Reference Books

1. Human Resource Management, Mathis R.
2. Human Resource Management, Decenzo and Robbins
3. Human resource Management, Mirza S. Saiyadain
4. Introduction to Human Resource Management, Paul Banfield & Rebecca Kay

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

Components	MSE I	Presentation/Assignment/ etc.	ESE
Weightage (%)	30	20	50


CO 1	CO2	CO3
Discussion Assignment Presentation Quiz	Discussion Assignment Case Analysis	Case Analysis Presentation

ASSESSMENT TOOLS:

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

Course Code	Course Title	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9	PO10	PO11	PO12	PO13	PO14
		Students will demonstrate strong conceptual knowledge and execution in soft and hard infrastructure planning, development, management, financing, regulation and governance.	Students will demonstrate effective understanding of infrastructure planning and development, utility & energy management, urban transportation including metro rail, e-vehicle with charging and other modes of urban surface transportation, water supply and sewerage, smart city planning and effective financing urban infrastructure.	Students will demonstrate analytical skills to understand issues with remedial solutions relating to urban infrastructure. of soft and hard infrastructure	Students will exhibit the ability to integrate planning, construction & development, operation & management, financing, regulation and governance of urban infrastructure projects and facilities.	Students will exhibit the ability to integrate technical, economic, social and regulatory frameworks for urban infrastructure sector planning and resource management.	Students will exhibit deployable skills pertinent to urban hard and soft infrastructure sector and smart city development and management.	Students will be able to develop and evaluate alternate managerial choices and identify optimal solutions.	Students will demonstrate effective application capabilities of their conceptual understanding to infrastructure planning, development and management.	Students will be able to exhibit effective decision-making skills, employing analytical and critical thinking ability for planning, development and management of soft and hard infrastructure.	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-working capabilities.	Students will exhibit leadership and networking skills.	Students will demonstrate sensitivity towards ethical and moral issues and have ability to address them in the context of urban planning, development and management including cost effective financing and good governance.	Students will demonstrate employability traits in line with the needs of changing hard and soft urban infrastructure sector.
	Human Resource Management	2	3	3	2	3	2	1	1	2	1	1	1	1	3

Model Question Paper

Name:			
Enrolment No:			
Course: Human Resource Management			
Programme: MBA PM & UID		Semester: Even	
Time: 03 hrs.		Max. Marks:100	
Instructions:			
Section A (30 marks) and section C (40 marks) are compulsory. Attempt any three questions from Section B (30 marks each carrying 10 marks)			
Section A (5 marks each)			
1.	Briefly describe the extent of relationship between job analysis, job description and job specification.	[6]	CO1
2.	Identify the relevance of career planning and development programmes in Indian Power Sector.	[6]	CO1
3.	“Training is not an expense but a long- term investment on People”. Do you agree?	[6]	CO1
4.	Describe in brief the factors, which have contributed to the growth of Global HRM.	[6]	CO1
5.	Briefly describe the constitutional provisions regarding labour in India. How far has it been helpful in protecting the rights of employees and employers?	[6]	CO1
SECTION B (Attempt any Three Questions)			
6.	Evaluate critically any five-performance evaluation methods.	[10]	CO3
7.	What do you mean by job placements? What are the challenges faced by organizations while placing employees in the organizations?	[10]	CO3
8.	“IR and Social Security are intertwined”. Elucidate.	[10]	CO3
9.	You are applying for a job as a manager and at the point of negotiating salary and benefits, what questions would you ask your prospective employer concerning benefits? Describe the benefits package you would try to negotiate for yourself.	[10]	CO3
10.	Give examples of how HRM concepts and techniques can be of use to all managers.	[10]	CO3
SECTION – C 40 Marks			
	The so called Air India Pilots strike underwent not all of sudden. There are certain gross root causes behind its origin. Some of the causes at a glimpse are as follows: Since the merger in 2007, the management has routinely been passing on	[40]	CO1 CO2 CO3

<p>benefits to the pilots of erstwhile Indian Airlines while discriminating against the pilots of erstwhile Air India. Since the merger, the following benefits have accrued to the pilots of erstwhile Indian Airlines;</p> <p>a) Pay-scales: Since the merger erstwhile IA pilots have been demanding the same pay-scales as the erstwhile AI pilots. This completely ignores the fact that the work schedule of a pilot of erstwhile IA is very different from the work schedule of an erstwhile AI pilot . For example, erstwhile IA pilot , predominantly flies smaller aircraft (Airbus 320, 160 passengers), mostly on domestic / short haul routes, and spends approximately 5 days of the month outside of home. Whereas, an erstwhile AI pilot, predominantly flies larger aircraft (such as Boeing 747 - 430 passengers, Boeing 777 – 340 passengers), mostly on international / long haul routes, and spends approximately 25 days of the month outside home.</p> <p>Further, the demand of common pay scales, ignores the international precedent, such as Lufthansa, British Airways, American Airlines, wherein different pay scales exist for domestic and international pilots. In May 2011, the erstwhile IA pilots demanded a salary raise and struck work. On 6 May 2011, the officials of the Ministry of Civil Aviation entered into in agreement with the pilots of erstwhile Indian Airlines assuring them that their demand for salary raise would be met.</p> <p>In November 2011, the management entered into a fresh agreement with the pilots of erstwhile Indian Airlines granting them a salary raise of Rs 1 lakh to Rs 1.5 lakh for one pilot for one month.</p> <p>According to the Government guidelines, a PSU has to generate profits for three years prior to giving a salary raise. Far from making profits, Air India has not been able to even pay salaries on time for its 30,000 odd employees. In light of this, the salary raise given to the 800 odd pilots of erstwhile Indian Airlines, demands a CVC inquiry and a probe by the CAG.</p> <p>Further, the Dharmadhikari Committee was supposed to harmonise the pay scales of the employees of the two erstwhile airlines. It is inexplicable that the management hurriedly granted a salary raise to the pilots of erstwhile Indian Airlines, even before the findings of the Dharmadhikari Committee are known.</p> <p>b) Disparity in career progression prospects: Even five years after the merger, the management has been discriminating against the pilots of erstwhile Air India vis-a-vis the pilots of erstwhile Indian Airlines. For example, a pilot who has joined the erstwhile Indian Airlines in 2006, has already been promoted to Commander's grade, whereas a pilot who joined erstwhile Air India in 2003, is still awaiting the same promotion.</p> <p>With respect to the training on the Boeing 787, the management's decision to train Airbus pilots of erstwhile Indian Airlines on the Boeing 787 completely ignores the cost aspect of the said training. For an Airbus pilot of erstwhile Indian Airlines to be trained on the Boeing 787 costs about Rs 1 crore; whereas, for a Boeing pilot from erstwhile Air India, it costs about Rs 30 lakh. Further, from a flight safety perspective, international Airlines, such as Emirates</p>		
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<p>discourage the cross utilisation of crew between Airbus and Boeing aircrafts.</p> <p>Last year pilots owing allegiance to Indian Commercial Pilots Association stuck work just as the season was starting. This time it is the turn of AI pilots. Why do pilots pick only the start of the season to register their protest?</p> <p>The pilots have not been paid salaries and/or allowances for the last 4 months. This has resulted in tremendous stress as they are unable to meet their financial commitments such as home loans etc. In fact one of our members has put his house on sale, as he is unable to re-pay the EMIs, due to irregularity in the payment of salaries. Therefore, it is established that the pilots are under severe mental strain. The safe operation of an aircraft requires the pilot to be in optimum physical and mental health. If a pilot is forced to operate an aircraft while he is under mental strain, this can severely compromise the safety of the passengers, and the crew on board.</p> <p>At present, the three licensed category – pilots, engineers and cabin crew—who number about 20 per cent of the work force account for about 80 per cent of the annual salary bill. Pilots, engineers and cabin crew, are highly specialized employees. The remuneration paid to them is commensurate with their technical qualification, experience and the responsibilities that they shoulder. Further, the salaries paid are in line with global airline standards.</p> <p>Employees feel, as responsible employees, are fully aware of the distress facing the company and are more than willing to shoulder the burden. While the employees are fully accountable, they expect the management to share the same accountability. There is a feeling that Air India has too many pilots. Despite almost 100 of your colleagues terminated, the airline is operating 38 daily international flights down from 45 earlier.</p> <p>In the last 5 years, pilots have not been granted leave according to their entitlement. The reason cited for this denial of leave was shortage of pilots. In addition to this, Air India has recruited expatriate pilots on contract, and has been continuously recruiting pilots. This proves that indeed there exists a shortage of qualified pilots.</p> <p>Further in his statement on June 2, the CMD stated that Air India requires all the pilots to return back in order for the airline to survive in the long run.</p> <p>Questions: (All questions carry equal marks) 3*10 = 30 Marks</p> <ol style="list-style-type: none"> 1. What are the major IR issues, which irked the problem? Is there any discriminatory attitude by Air India Management on the part of pilots? 2. Whether the IR dept. of Air India is accountable to the strike of pilots? 3. If you are the IR Manager, how will you address the problems faced by Air India pilots? <p>(Courtesy to Business line)</p>	
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