Course Code		II SEMESTER			
Teaching Hours/Week (L:T:P)		HUMAN RESOURCE MANAGEMENT			
Credits		20MBA21			
		3:0:2		CIE Marks	40
		04		SEE Marks	60
				Exam Hours	03

Course Objectives

1. The student will be able to recite the theories and various functions of Human Resources Management
2. The student will be able to describe and explain in her/his own words, the relevance and importance of Human Resources Management at workplace
3. The student will be able to apply and solve the workplace problems through Human Resources Management intervention
4. The student will be able to classify and categorise in differentiating between the best method to solve the problem
5. The student will be able to compare and contrast different approaches of HRM for solving the complex issues and problems at the workplace
6. The student will be able to design and develop an original framework and model in dealing with the problems in the organization.

Module-1 Introduction   **7 hours**

Human Resource Management and Personnel Management, The Importance of Human Resource Management, Models of Human Resource Management, Evolution of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management , Human Resource Management and Line Managers, The HR Competencies, Human Resource Management and Firm Performance.

Module -2 Human Resource Planning   **9 hours**

Importance of HR Planning, Manpower Planning to HR Planning, Factors Affecting HR Planning, Benefits of HR Planning, HRP Process, Tools for Demand Forecasting, Attributes of an Effective HR Planning, Barriers to HR Planning, The Challenges for HR, Process of Job Analysis and Job Evaluation.
Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy ; Selection, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections, Challenges in Selection, Application Tracking System using MS-Excel
Learning, Training, and Development: Training, Learning and Development, Learning Theories, The Future of Training, Learning, and Development: Crystal Gazing into the Future, World of Learning. Process of training and Techniques of Training

Module -3 Performance Management and Appraisal   **9 hours**

Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems, Future of Performance Management.
Compensation and Benefits
Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, Theories of Compensation, External Factors, Internal Factors, Establishing Pay Rates, Employee Benefits.
Industrial Relations
Decent Workplace: International Labor Organisation, Industrial Relations, The Objectives of Industrial Relations, Approaches of Industrial Relations Systems, The Actors in Industrial Relations, Indian Context, Industrial Relations and Human Resource Management.
Employment Relations - The Definition, Traditional Employment Relations, Actors in the Fray: Role-taking, The New Frameworks for Employment Relations, The Future of Employee Relations.

Module -4 Human Resource Management in Small and Medium Enterprises   **9 hours**

Definition of SMEs, Human Resource Management and Performance in SMEs, The Difference in Adoption of Human Resource Management: SMEs and Large Firms, Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs, Factors Influencing the Adoption of Human Resource Management Practices in SMEs, Future of Human Resource. Management in SMEs.
Human Resource Management in the Service Sector
Introduction, The Emergence of the Services Sector, Implications for Human Resource, Management Function, Differences Between Services Sector and the Manufacturing Sector, Difference in Human Resource Management

Practices in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Some Specific Industries in Services Sector, Trade Unions in Services Sector, Models of Union Strategies. Case Study on "Training Program at ABC Cement"..

Module -5 Human Resource Management Innovations	9 hours
Introduction, Human Resource Management and Innovations, Factors Affecting the Innovation Process in Organisations, Characteristics of Human Resource Management Innovations, Conditions Necessary for Successful HRMI Implementation, Current Trends in Human Resource Management Innovations, Innovative Human Resource Management Practices in India, How Human Resource Management Practices Contribute to Organisational Innovation, How to Make Human Resource Management Innovations Sustainable.	

Module - 6 HR Leadership and Organisation Transformation	7 hours
Future of Human Resource Management: The next generation HR professionalism, Critical HR Issues of Today and Tomorrow, Changing Mental Models: HR's Most Important Task, HR roles critical for business survival, HR profession in today's changeful workplace, HR and Technology.	

Course Outcomes:
At the end of the course the student will be able to:
1. Gain practical experience in the field of Human Resource Concepts, functions and theories.
2. Acquire the conceptual insight of Human Resource and various functions of HR.
3. Apply personnel, managerial and welfare aspects of HR.
4. Develop a greater understanding about HR practices, analyse the trends in the field of HR.

Practical Component:
*   An visit to Organisation and interact with HR Manager and list out the roles played by HR manager.
*   Meet Recruitment Manager and ask- 10 questions one asks during Interview.
*   Meet Training and Development Manager and list out various training given to employees; basis of training program; Need analysis.
*   Visit any Service Organisation and observe HR functions; List them.

CO-PO MAPPING

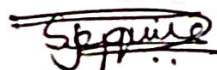| CO	PO				
	PO1	PO2	PO3	PO4	PO5
CO1	X	X	X		
CO2	X	X			X
CO3	X	X		X	
CO4	X		X		
				X	

Question paper pattern:
The SEE question paper will be set for 100 marks and the marks scored will be proportionately reduced to 60.
*   The question paper will have 8 full questions carrying equal marks.
*   Each full question is for 20 marks.
*   Each full question will have sub question covering all the topics under a Module.
*   The students will have to answer five full questions; selecting four full question from question number one to seven and question number eight is compulsory.
*   100 percent theory in the SEE

Textbooks

Sl No	Title of the book	Name of the Author/s	Publisher Name	Edition and year
1	Human Resource Management: Theory and Practices,	R. C. Sharma, Nipun Sharma	Sage Publication India Pvt. Ltd.,	2019
2	Human Resource Management: Concepts	Amitabha Sengupta	Sage Publication India Pvt. Ltd.	2019

3	Leadership: Theory and Practices	Peter G. Northouse	Sage Publication	2016
4	Human Resources Management	T.P RenukaMurthy	HPH.	2015

Reference Books

1	The HR Scorecard: Linking People, Strategy, and Performance	Brian Becker, Dave Ulrich, and Mark A. Huselid	Harvard Business School Press	2001
2	The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals	Shawn Smith and Rebecca Mazin	AMACOM	2011
3	Performance Management and Appraisal Systems HR Tools for Global Competitiveness	T. V. Rao		First Edition, 2004
4	Human Resource Management	Appasaba L.V and Kadakol A M	College Book House	2016
5	Human Resource Management	V.S.P Rao		2014

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