

SEMESTER II
HUMAN RESOURCE MANAGEMENT

Subject Code	: 14MBA21	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

OBJECTIVES:

1. To develop a meaningful understanding of HRM theory, functions and practices.
2. To apply HRM concepts and skills across various types of organizations.

Module 1: (8 hours)

Human Resource Management:

Introduction, meaning, nature, scope of HRM. Importance and Evolution of the concept of HRM. Major functions of HRM, Principles of HRM, Organization of Personnel department, Role of HR Manager. HRM's evolving role in the 21st century.

Module 2: (8 hours)

Job Analysis: Meaning, process of Job Analysis, methods of collecting job analysis data, Job Description and Job Specification, Role Analysis.

Human Resource Planning: Objectives, Importance and process of Human Resource Planning, Effective HRP.

Module 3: (8 hours)

Recruitment: Definition, Constraints and Challenges, Sources and Methods of Recruitment, New Approaches to recruitment.

Selection: Definition and Process of Selection.

Placement: Meaning, Induction/Orientation, Internal Mobility, Transfer, Promotion, Demotion and Employee Separation.

Module 4: (8 hours)

Training and development: Training v/s development, Training v/s Education, Systematic Approach to Training, Training Methods, Executive Development, Methods and Development of Management Development, Career and Succession Planning.

Module 5: (8 hours)

Performance Appraisal: Concept of Performance Appraisal, the Performance Appraisal Process, Methods of Performance Appraisal, Essential Characteristic of an Effective Appraisal System.

Compensation: Objectives of Compensation Planning, Job Evaluation, Compensation Pay Structure in India, Wage and Salary Administration, Factors Influencing Compensation Levels, Executive Compensation.

Module 6: (8 hours)

Employee Welfare: Introduction, Types of Welfare Facilities and Statutory Provisions.

Employee Grievances: Employee Grievance procedure, Grievances Management in Indian Industry.

Discipline: Meaning, approaches to discipline, essential of a good disciplinary system, managing difficult employees.

Module 7: (8 hours)

Industrial Relations: Overview of industrial relations and industrial conflict.

Industrial disputes: preventive and settlement machinery, collective bargaining, industrial relations scenario: current issues and future challenges.

Practical Component:

1. Give a case and ask the students to prepare the recruitment advertisement for a newspaper.
2. Expose students to standard selection tests followed in various sectors.
3. Exploring training and development practices.
4. Exploring performance appraisal practices in various sectors.
5. Exploring employee separation practices.
6. Give a job analysis case and ask the students to prepare job description and job specification.
7. Ask the students to prepare an appointment letter for the post of office manager of a company known to you.

RECOMMENDED BOOKS:

1. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
2. Human Resource Management - Cynthia D. Fisher, 3/e, AIPD, Chennai.
3. Human Resources Management: A South Asian Perspective, Snell, Bohlander, & Vohra, Cengage Learning, 16th Rep., 2012.
4. Human Resource Management - Lawrence S. Kleeman, Biztantra , 2012.
5. Human Resource Management – Aswathappa K HPH

REFERENCE BOOKS:

1. Human Resource Management - John M. Ivancevich, 10/e, McGraw Hill.
2. Human Resource Management in practice - Srinivas R. Kandula, PHI, 2009
3. Managing Human Resources - Luis R Gomez-Mejia, David B. Balkin, Robert L. Cardy, 6/e, PHI, 2010.
4. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.