

Course Name : HUMAN RESOURCE MANAGEMENT

Course Code: 10B1WPD735

Course Credit: 3 (3-0-0)

Semester: VII

Course Type: Elective (All B. Tech. students)

Department: Humanities and Social Sciences

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Course Objectives

Today's competitive business environment owes its success to effective management of its human resource. The quality of the organization's employees, their attitude, behavior and satisfaction with their jobs, and their behavior towards ethics and values and a sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting. Therefore, this introductory course on Human Resource Management is designed for engineering students who wants

Learning Outcomes

1. To have an understanding of the basic concepts, functions and processes of human resource management
2. To be aware of the role, functions and functioning of human resource department of the organizations.
3. To Design and formulate various HRM processes such as Recruitment, Selection, Training, Development, Performance appraisals and Reward Systems, Compensation Plans and Ethical Behaviour.
4. Develop ways in which human resources management might diagnose a business strategy and then facilitate the internal change necessary to accomplish the strategy
5. Evaluate the developing role of human resources in the global arena.

Course Outline

	Module	Learning Outcomes	
	Module 1: Introduction and Organization Design	1.To understand the basic concept of Human Resource Management. Role played by HR Manager. 2.To evaluate and Design various organizational structure and understand how they are related to organizational success.	Hr s
Uni	Introduction to Human resource	1.To understand the importance and the	2

t 1	management Aims and Characteristics of HRM, How HR impacts on organizational performance, Role of HR practitioner, HRM policies, Strategic role of HRM	impact of HRM	
Unit 2	Organization design and Planning Organization design, Types of organization design, Elements of Organization design. The process of organizing and its aim, Conducting organization reviews, Organization analysis and diagnosis, Organization planning	1. To be able to design the organization structure . 2. To be able to diagnose and analysis the process of organizations and its aims	4
	Module 2 : Recruitment and Placement	1.To be able to form a policy for job analysis 2. To know formalize, design and evaluate various recruitment and placement Policies. 3.To be able to develop a selection and interviewing program	
Unit 3	Job analysis Nature and use of Job analysis information, Steps in job analysis, Methods of Collecting Job analysis Information, Writing job descriptions and job specifications. <ul style="list-style-type: none"> • Case study :1.<i>Carter Cleaning Company,</i> <i>2.Tropical Storm Charley,</i> : Gary Dessler; pg 146,147 <i>3.Doing the Dirty work</i> : K Aswathappa; pg 163 	1. Discuss the nature of job analysis, including what it is and how it's used. 2. Use methods of collecting job analysis information, including interviews, questionnaires, and observation. 3. Write job descriptions, including summaries and job functions, using the Internet and traditional methods. 4. Write job specifications using the Internet as well as your judgment. Explain job analysis in a "jobless" world, including what it means and how it's done in practice.	3
Unit 4	Personnel planning and Recruiting Planning and recruiting, Recruiting a diverse workforce <ul style="list-style-type: none"> • Case Study : 1. <i>Finding People Who Are Passionate about What They Do</i> : Gary Dessler;pg187 <i>2.Promoting the Protege</i> <i>3. A tale of Twist and Turns</i> : K Aswathappa; pg 119,192 	1. List the steps in the recruitment and selection process. 2. List and discuss the main outside sources of candidates. 3. Effectively recruit job candidates. 4. Name and describe the main internal sources of candidates. 5. Explain how to recruit a more diverse workforce.	4
Unit 5	Employee Management and Selection and Interviewing Selecting Human Resource, Inducting and Placing New Hires (HRM, K Aswathappa),	1. Explain what is meant by reliability and validity. 2. Explain how you would go about validating a test.	4

	<p>Interviewing candidates, Basic features of interviews, designing and Conducting the Effective Interview</p> <ul style="list-style-type: none"> Case Study : 1. Where's my Czar 2. Honesty Testing at Carter Cleaning Company 3. The out of control Interview :Gary Dessler; pg 229 	<p>3. Give examples of some of the ethical and legal considerations in testing. 5. Know types of selection interviews. 6. Explain and illustrate factors that affect the usefulness of interviews. 7. Explain and illustrate each guideline for being a more effective interviewer. 8. Effectively interview a job candidate.</p>	
	Module 3 : Training and Development	<p>1. To realize the importance of training and development of employees 2. to be able to develop and design a training and development program 3. Design a performance appraisal and a reward system for the organization. 4. Design pay plans and incentives.</p>	
Unit 6	<p>Training and Developing Employees Training Process, methods, Managing Organizational Change and Development</p> <ul style="list-style-type: none"> Case Study : 1. Reinventing the Wheel at Apex door Company :Gary Dessler ; pg 304 	<p>1. Summarize the purpose and process of employee orientation. 2. List and briefly explain each of the four steps in the training process. 3. Discuss how you would motivate trainees. 4. Describe and illustrate how you would identify training requirements. 5. Explain how to distinguish between problems you can fix with training, and those you can't. 6. Explain how to use five training techniques. 7. List and briefly discuss the importance of the eight steps in leading organizational change.</p>	3
Unit 7	<p>Performance Management and Appraisal Basic concepts in Performance Management and Appraisal, Introduction to Appraising performance, appraising performance: problems and issues</p> <ul style="list-style-type: none"> Case Study : 1. Appraising the Secretaries at Sweetwater U :Gary Dessler ; pg 344 	<p>1. Describe the appraisal process. 2. Develop, evaluate, and administer at least four performance appraisal tools. 3. Explain and illustrate the problems to avoid in appraising performance. 4. List and discuss the pros and cons of six appraisal methods. 5. Perform an effective appraisal interview.</p>	3
	Module 4 : Compensation		
Unit 8	<p>Designing Strategic pay plans Establishing pay plans, competency based Pay, Compensation Trends</p> <ul style="list-style-type: none"> Case Study : 1. Salary Inequalities at 	<p>1. Determining pay rates. 2. Can conduct a job evaluation. 3. Explain in detail how to establish pay rates.</p>	3

	<p>Acme Manufacturing :Gary Dessler ; pg 423</p>	<p>4. Explain how to price managerial and professional jobs. 5. Discuss competency-based pay and other current trends in compensation. 6. Explain the importance today of broad banding, comparable worth, and board oversight of executive pay.</p>	
Unit 9	<p>Financial Incentives , Benefits Money and Motivation, Employee Incentives and Recognition ,Designing and Executing Incentive programs,Insurance benefits, retirement benefits</p> <ul style="list-style-type: none"> Case Study :1.Inserting the Team Concept into Compensation or not :Gary Dessler ; pg 468 	<p>1. Discuss the main incentives for individual employees. 2. Know and define incentives for salespeople. 3. Define organization variable pay plans. 4. Describe the main incentives for managers and executives. 5. Outline the steps in developing effective incentive plans.</p>	4
	<p>Module 5 : Industrial Relations</p>	<p>1. To be able to shape ethical behavior of employees through right policies. 2.To have apt knowledge of Employee benefits 3.Importance of Collective bargaining</p>	
Unit 10	<p>Employee relations Ethics and Fair Treatment at work, role of HR Management in Fostering Ethics and Fair treatment, Employee Discipline and Privacy, Managing Dismissal</p> <ul style="list-style-type: none"> Case study : 1. Fire My Best Sales person : Garey Desler ; pg 555 	<p>1. Explain what is meant by ethical behavior at work. 2. Discuss important factors that shape ethical behavior at work. 3. Describe at least four specific ways in which HR management can influence ethical behavior at work. 4. Employ fair disciplinary practices. 5. List at least four important factors in managing dismissals effectively.</p>	3
Unit 11	<p>Employee Safety Responsibilities and rights of Employers and Employees,Workplace Health Hazards,Occupational Security, Safety and Health</p> <ul style="list-style-type: none"> Case Study : 1. The New Safety and Health Program :Garey Desler ; pg 645 	<p>1. Name and define pay for time not worked benefits. 2. Describe main insurance benefits. 3. Discuss the main retirement benefits. 4. Outline the main employees' services benefits. 5. Explain the main flexible benefit programs. 6.. Illustrate with examples bargaining that is not in good faith. 9. Develop a grievance procedure.</p>	3
	<p>Module 6 : Contemporary issues,</p>	<p>1. Familiarizing with global issues in HRM</p>	

	International HRM and e-HRM	concerning women. 2.Working of e-HRM	
Unit 13	Contemporary issues in HRM Major challenges ahead of HRM and HR Responses (HRM, K Aswathappa) <ul style="list-style-type: none"> Case Study :1. Current status of Global women Managers :K Aswathappa ; pg 757 	1.Sensitize towards issues and challenges concerning Women 2. Status of Expat women managers.	1
Unit 14	International HRM Domestic HRM compared to International HRM, Expatriate problems,(HRM, K Aswathappa) <ul style="list-style-type: none"> Case Study :1.The office Equipment Company :K Aswathappa ; pg 791 	1List the HR challenges of international business. 2. Illustrate how inter country differences affect HRM. 3. Know the global differences and similarities in HR practices. 4. Explain ways to improve international assignments through selection.	2
Unit 15	The e-HRM Nature , e-activities ,recruitment , selection, performance management, compensation(HRM, K Aswathappa) <ul style="list-style-type: none"> Case Study :1 Case of “Vybhav samachar” :K Aswathappa ; pg 802 	1.To understand all HRM activities related to electronic media	1
Total Hours			42

Pedagogy

The course will be delivered with the help of lectures accompanied by student interactions in the form of role plays, situation analysis, presentations and decision making activities such as case studies. The cases mentioned in the syllabus will be discussed in class for the better understanding of the topics. However the faculty incharge shall give extra case studies for further analysis and synthesis of the topic. These case studies, exercises or role plays shall be faculty specific.

Evaluation Scheme:

Mid Term Test (2hrs)	30
End Term Test (3hrs)	45
Teacher Assessment (Based on Case studies, Group Presentations, Projects) <ul style="list-style-type: none"> Individual Topic presentation-3 Case study – 10 Marks(10 case studies of 10 marks each to be scaled down to 10) 	25

<ul style="list-style-type: none"> • Group Presentations and Project – 12 marks } 	
Total	100

- Learning outcome nos. 1,2,3,4 will be tested through case studies, role plays and evaluation exercises.
- Learning outcome nos 1,2,3,4 will be tested through written examination (Mid term and End Term Test)
- Learning outcome no. 4,5 will be tested by individual discussion topics taken in the class and through role plays.

1 . Students are required to score at least 22 marks out of 75

2. Students are required to score at least 8 marks out of 25 in internal assessment.

Text Book

- 1.Dessler, G.& Varkkey B.(2011) *Human Resource Management*, 12th Ed, Pearson Education
2. Aswathappa K. (2005) *Human Resource and Personnel Management*,4th Ed,Tata Mc Graw Hill Publishing Co. Ltd

Suggested Readings

- 1.Durai, P. (2010), *Human Resource Management*, Pearson Education
- 2.Snell/ Bohlander, *Human resource Management*, Cengage Learning
- 3.David Lepak\ Mary Gowan, *Human Resource Management: managing Employees for the Competitive advantage*

Web Resources

- 1.<http://aise.swlearning.com>
- 2.www.pearsonhighered.com/lepak
- 3.www.hgsi.com