

<b>SEMESTER: VI</b>	
<b>COURSE NAME: HUMAN RESOURCE MANAGEMENT</b>	
<b>COURSE TYPE: MAJOR</b>	<b>COURSE CODE: C3BMS2362</b>
<b>CREDIT: 5</b>	<b>FULL MARKS: 100</b>

### LEARNING OBJECTIVES:

1. To understand the core concepts, functions, and strategic role of Human Resource Management in organizations.
2. To examine the processes of human resource planning, job analysis, recruitment, selection, and orientation.
3. To explore the principles of training, development, performance appraisal, compensation management, and employee welfare programs.
4. To gain insights into industrial relations, discipline, dispute resolution, and collective bargaining within the workplace.

### LEARNING OUTCOMES:

On successful completion of the course the learner will be able to:

1. Apply HRM frameworks and principles to align human resource strategies with organizational objectives.
2. Execute effective HR planning, conducting job analyses, and implementing recruitment, selection, and orientation practices.
3. Design, evaluate, and improve training, development, performance appraisal, and compensation systems.
4. Handle industrial relations issues, maintain workplace discipline, and facilitate constructive employer-employee relationships.

### DETAILED SYLLABUS:

#### Unit 1: Introduction to Human Resource Management (15L)

- Human Resource Management: Concept, Scope and Functions
- HR Managers: Roles and Functions
- Difference between HRM, PM and HCM
- HRM Support for Improvement Programs like Work-life Balance, Wellness Programs
- Role of HR in Strategy Formulation
- HRM Issues in Indian Organizations

#### Unit 2: Human Resource Management and Planning (15L)

- Human Resource Planning (HRP): Concept, Objectives, Process (Forecasting demand and supply, Skill Inventories)
- Human Resource Information System (HRIS): Concept and Application
- Job Analysis: Concept and purpose
- Recruitment: Concept, Internal & External sources of recruitment
- Selection: Concept, Process
- Orientation: Concept, Purposes and Process

#### Unit 3: Human Resource Development & Employee Welfare (18L)

- Human Resource Development (HRD): Definition, Objectives, Challenges
- Training: Concept, Need, Methods (on-the-job and off-the-job training), Evaluating Training Effectiveness
- Management Development: Concepts and Methods
- Succession Planning
- Promotion: Bases of Promotion

- Performance Appraisal: Concept, Objectives, Methods (Traditional and Modern), Limitations
- Job Evaluation: Concept, Difference with Performance Appraisal
- Career Planning: Concept and Significance
- Compensation: Purpose & Techniques; Components of Pay Structure with Reference to India, Factors Influencing Pay Structure, Wage Differentials & Incentives, ESOPs, Employee Welfare Schemes (Social Security, Health, Retirement & Other Benefits).

#### **Unit 4: Industrial Relations & Discipline (12L)**

- Industrial Relations (IR): Concept, objectives, causes of poor IR
- Industrial Dispute: Concept, Causes, and Machinery for Settlement of Disputes
- Industrial Discipline: Concept, Causes of Indiscipline, Disciplinary Procedures
- Grievance: Concept, Causes, and Grievance Redressal Mechanisms
- Trade Union: Role and Functions
- Collective Bargaining and Workers Participation in Management (Basic Concept)

**Case Studies** (*As relevant and applicable to all the above units*)

#### **SUGGESTED TEXTBOOKS/ READING MATERIALS:**

- 📖 Aswathappa, K. Human Resource and Personnel Management. Tata McGraw-Hill.
- 📖 De Cenzo, D. A., & Robbins, S. P. Fundamentals of Human Resource Management. John Wiley & Sons.
- 📖 Dessler, G. Human Resource Management. Pearson.
- 📖 Gupta, C. B. Human Resource Management. Sultan & Chand Publishing.
- 📖 Mondy, R. W., & Noe, R. M. Human Resource Management. Pearson.
- 📖 Rao, V. S. P. Human Resource Management: Text and Cases. Excel Books.

*The latest editions of the textbooks listed above may be referred.*