



<b>Semester: V</b>
<b>Course name: Human Resource Management</b>
<b>Course code: B3BC230511T</b>
<b>Course Credits: 4</b>
<b>Pedagogy:</b> Classrooms lecture, Case studies, Assignments, Group Discussion & Seminar
<b>Course Description:</b> This course introduces at an intermediate level the key human resource functions of an organization viz., human resource planning, job analysis and design, hiring and placement and internal mobility, training and development, career planning, compensation planning and administration as well as activities related to the maintenance and integration of human resources.
<b>Learning Objectives:</b> The course aims to help learners to acquire conceptual knowledge of: <b>LO1.</b> Basic concepts in human resource management and emerging issues therein. <b>LO2.</b> Human resource planning, recruitment, selection, orientation, placement, transfers and promotions. <b>LO3.</b> Employee training, management development and career planning. <b>LO4.</b> Job evaluation, performance appraisal, compensation management and executive compensation. <b>LO5.</b> Employee health and safety, social security, grievance handling and industrial disputes and their resolution.
<b>Course Outcomes:</b> On successful completion of the course, students will be able to: <b>CO1.</b> Recall the objectives the human resources function in an organization in the course of its evolution from labour relations to personnel management to human resource management to human capital management and other emerging trends in the field. <b>CO2.</b> Enumerate and describe the various functions of human resource management in an organization and their significance to organizational strategy. <b>CO3.</b> Understand and explain the activities involved in planning, procurement, placement, transfer and promotion, compensation, maintenance and integration of human resources. <b>CO4.</b> Critically evaluate and take decisions contextually upon the suitability of human resource strategies and tactics where a multitude of alternatives exist within any given human resource function. <b>CO5.</b> Analyse and synthesize key concepts in human resource management and translate organizational strategies to human resource goals to be achieved through human resource planning and programmes to support such plans.



Unit (No. and Name)	Details	No. of Lectures
1. Introduction to Human Resource Management	<p><b>(a) Basic Concepts in Human Resource Management:</b></p> <ul style="list-style-type: none"><li>• Concept of Human Resource Management</li><li>• Functions of Human Resource Management (Overview) Managerial (Planning, Organizing, Staffing, Directing, Controlling) Operative (Procurement, Development, Compensation, Maintenance and Motivation, Integration);</li><li>• Objectives of HRM (Societal; Organizational; Functional; Personal)</li><li>• Evolution of Human Resource Management (Commodity concept; Factor of Production concept; Goodwill concept; Paternalistic Concept; Humanitarian concept; Human Resources concept)</li><li>• Distinction between HRM, Personnel Management (PM) and Human Capital Management (HCM)</li><li>• HR Policies (Concept &amp; Examples of HR Policies)</li><li>• Human Resource Development: Concept &amp; Features</li><li>• Distinction between HRM and HRD</li></ul> <p><b>(b) HR Metrics:</b></p> <ul style="list-style-type: none"><li>• Meaning, objectives and benefits</li><li>• Steps in setting up HR metrics</li><li>• Levels of Metrics</li><li>• Types of Metrics</li><li>• HR Dashboards</li><li>• HR Scorecard</li><li>• Common HR Metrics (re: Attendance, Compensation, Benefits, Employee Relations, Health &amp; Safety, Internal Movement)</li></ul>	12
2. Planning, Procurement and Internal Mobility of Human Resources	<p><b>(a) Human Resource Planning (HRP):</b></p> <ul style="list-style-type: none"><li>• Concept of Human Resource Planning (HRP)</li><li>• Quantitative and Qualitative Dimensions of HRP</li><li>• Steps in the HRP Process</li></ul> <p><b>(b) Job Analysis &amp; Design:</b></p> <ul style="list-style-type: none"><li>• Concept &amp; Functions of Job Analysis</li><li>• Steps in the Job Analysis Process</li><li>• Methods of Collecting Information for Job Analysis</li><li>• Job Description &amp; Job Specification</li><li>• Job Design</li><li>• Job Rotation – Concept, purpose and pitfalls</li></ul>	20



	<ul style="list-style-type: none"><li>• Job Enlargement and Job Enrichment, Job Enrichment v. Job Enlargement</li></ul> <p><b>(c) Recruitment:</b></p> <ul style="list-style-type: none"><li>• Concept of Recruitment,</li><li>• Sources of Recruitment (Internal &amp; External), Pros and Cons of various sources of recruitment.</li></ul> <p><b>(d) Selection:</b></p> <ul style="list-style-type: none"><li>• Concept of Selection</li><li>• Recruitment v. Selection</li><li>• Selection Process</li><li>• Types of Selection Tests (Ability tests; Achievement tests; Intelligence tests; Aptitude tests; Personality tests; Emotional Intelligence Tests)</li><li>• Types of Selection Interviews (Based on Contact and Interaction Process)</li></ul> <p><b>(e) Placement &amp; Orientation:</b></p> <ul style="list-style-type: none"><li>• Concept of Placement Problems associated with Placement</li><li>• Concept &amp; Importance of Orientation (or Induction)</li></ul> <p><b>(f) Transfer:</b></p> <ul style="list-style-type: none"><li>• Concept of Transfers</li><li>• Reasons for Transfers (Production; Plant; Shift; Remedial; Versatility; Tenure; Penal)</li></ul> <p><b>(g) Promotion:</b></p> <ul style="list-style-type: none"><li>• Concept of Promotion: Types of Promotion (Horizontal; Vertical; Dry)</li><li>• Promotion Decisions: Seniority v. Competence Considerations in promotion decisions, Relative advantages and disadvantages of seniority criterion v. competence criterion, Combining seniority and competence criteria for promotions .</li></ul>	
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<b>3. Development of Human Resources</b>	<p><b>(a) Training &amp; Development:</b></p> <ul style="list-style-type: none"><li>• Concept of Training</li><li>• Concept of Management/Executive Development</li><li>• Training v. Development</li><li>• Identifying Training Needs (Organization, Task &amp; People Analysis)</li><li>• Methods of Training (On-the-job &amp; Off-the-job Methods, pros and cons, applicability)</li></ul> <p><b>(b) Career Development:</b></p> <ul style="list-style-type: none"><li>• Concept of Career Development (including career, career planning, career management)</li><li>• Stages in Career Development (with diagram)</li></ul> <p><b>(c) Talent Management:</b></p> <ul style="list-style-type: none"><li>• Concept</li><li>• Need</li><li>• Initiatives</li><li>• Process</li></ul>	<b>13</b>
<b>4. Compensation of Human Resources</b>	<p><b>(a) Performance Appraisal:</b></p> <ul style="list-style-type: none"><li>• Concept and Nature of Performance Appraisal,</li><li>• Objectives and Importance of Performance Appraisal</li><li>• Techniques of Performance Appraisal (Traditional &amp; Modern Methods)</li></ul> <p><b>(b) Job Evaluation:</b></p> <ul style="list-style-type: none"><li>• Concept of Job Evaluation,</li><li>• Job Evaluation v. Performance Appraisal,</li><li>• Methods of Job Evaluation (Analytical vs Non-Analytical Methods)</li></ul> <p><b>(c) Compensation &amp; Wages Administration:</b></p> <ul style="list-style-type: none"><li>• Concept of Compensation</li><li>• Principles of Compensation – Internal Equity, External equity and Worth</li><li>• Determinants of Compensation</li><li>• Compensation Management – Concept and Objectives</li><li>• Intrinsic v. Extrinsic Rewards</li><li>• Components of Total Compensation – Wages/Salary, Allowances, Fringe Benefits, Perquisites, Non-financial Benefits</li><li>• Methods of Wage Payments (Time wage system; Guaranteed time rates; piece rate system)</li></ul>	<b>10</b>



	<ul style="list-style-type: none"> <li>• Incentives &amp; Benefits, Concept of Incentives,</li> <li>• Types of Incentives (Financial &amp; Non-Financial incentives)</li> </ul> <p><b>(d) Executive Compensation:</b></p> <ul style="list-style-type: none"> <li>• Concept of Executive Compensation</li> <li>• Special considerations regarding the compensation of top executives</li> <li>• Factors Affecting Executive Compensation</li> <li>• Objectives of executive Compensation</li> <li>• Components of Executive Compensation Packages – Basic salary, Annual Bonus Plan, Managerial Commission, Stock Options, Long-term Incentives, Executive Perks, Pension Schemes, Severance Pay.</li> </ul>	
<p><b>5. Maintenance and Integration of Human Resources</b></p>	<p><b>(a) Employee Health &amp; Safety:</b></p> <ul style="list-style-type: none"> <li>• Definition of Industrial (Employee) Health</li> <li>• Organizational Significance of Employee Health</li> <li>• Occupational Hazards – Concept and Types of Hazards (Chemical, Biological, Environmental and Psychological), Preventive and Curative Measures for Mitigating Occupational Hazards</li> <li>• Industrial Accidents – Definition, Types and Causes, Preventive Measures</li> </ul> <p><b>(b) Social Security:</b></p> <ul style="list-style-type: none"> <li>• Concept and Scope of Social Security</li> <li>• Objectives of Social Security Schemes</li> <li>• Components of Social Security</li> </ul> <p><b>(c) Employee Grievance Handling and Redressal:</b></p> <ul style="list-style-type: none"> <li>• Definition of 'grievance'</li> <li>• Nature and Characteristics of Employee Grievances</li> <li>• Sources and Causes of Employee Grievances</li> <li>• Techniques of Grievance Identification</li> <li>• Steps in the Grievance Redressal Procedure</li> </ul> <p><b>(d) Industrial Disputes:</b></p> <ul style="list-style-type: none"> <li>• Definition of Industrial Disputes</li> <li>• Causes of Industrial Disputes</li> <li>• Settlement Mechanisms for Industrial Disputes</li> </ul>	<p><b>5</b></p>
<p><i>Case studies applicable to all units (1 to 5)</i></p>		
<p><b>Practical Exercises/Skill Development Activities:</b> Class seminars, group discussions, analysis of cases and scenario construction.</p>		
<p><b>Suggested Readings/References:</b></p>		



1. Gary Dessler & Biju Varkkey, Human Resource Management, 17<sup>th</sup> Edition (2023), Pearson Education.
2. Susan L. Verlhurst, David A. DeCenzo & Rama Shankar Yadav, Human Resource Management, 13<sup>th</sup> Edition (2021) - An Indian Adaptation, Wiley
3. Bohlander and Snell, Principles of Human Resource Management, Cengage Learning
4. P. Subba Rao, Human Resource Management, Himalaya
5. K. Aswathapa & Sadhna Das, Human Resource Management – Text & Cases, 10<sup>th</sup> Edition, McGraw Hill.
6. V. S. P. Rao, Human Resource Management, 3<sup>rd</sup> Edition (2023), Taxmann Publications Pvt. Ltd.
7. L. M. Prasad, Human Resource Management, (2018), Sultan Chand & Sons
8. John M. Ivancevich, Human Resource Management 13<sup>th</sup> Edition [Indian Edition] (2017) McGraw-Hill.
9. T. N. Chhabra, An Introduction to Human Resource Management, Sun India Publications
10. Biswajeet Pattanayak, Human Resource Management, 5<sup>th</sup> Edition (2018) – Eastern Economy Edition, PHI Learning

***Note: Latest edition of textbooks may be used.***