HUMAN RESOURCE MANAGEMENT 23MBPC521

(COURSE HANDBOOK)

MBA

COURSE FACULTY: Ms Verina D'Souza

1. GENERAL INFORMATION

Welcome to the Human Resource Management course!

This handbook is designed to guide you through the course content and structure, ensuring a comprehensive understanding of the subject matter. The course provides students with essential knowledge and skills related to managing people in organizations, focusing on both theoretical foundations and practical applications.

Understanding HRM is crucial for anyone aspiring to a managerial or leadership position. The course covers core areas such as recruitment, performance management, industrial relations, and HR trends, making it relevant for diverse sectors including SMEs and the service industry. It enhances Career Prospects bolstering practical problem-solving skills. It equips you to address workplace challenges effectively using HRM strategies and interventions. It helps gain insights into emerging HRM trends such as hybrid work models, people analytics, diversity and inclusion, and employee well-being.

By the end of this course, you will be equipped with the tools and knowledge to make strategic HR decisions and contribute significantly to organizational success

We look forward to an engaging and productive semester together!

1.1. Course Objectives

➢ **Impart major functions and models of HRM:** Impart knowledge on functions and various models of Human Resource Management.
➢ **Familiarizes the relevance of HRM:** Familiarize the relevance and importance of Human Resources Management at the workplace.
➢ **Develops Problem-solving skills:** Enable students to solve workplace problems through Human Resource Management interventions.
➢ **Decision-making process:** Familiarize different approaches of HRM for resolving complex workplace issues, building decision-making skills

1.2. Course Outcomes

➢ **CO1**: Summarize the basic concepts, theories, and models of HRM.
➢ **CO2**: Apply innovative recruitment methods linking compensation and rewards to performance.
➢ **CO3**: Identify the challenges of manpower planning and develop effective recruitment strategies.
➢ **CO4**: Identify the HR challenges in SME's and Service sector and adopt future trends of HRM.
➢ **CO5**: Apply the approaches of employee grievance to create a good IR environment.

1.3. Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

Key Text Books:
1. Amitabha Sengupta, "Human Resource Management: Concepts" 1st Edition, Sage Publication India Pvt. Ltd., 2018
2. R. C. Sharma, Nipun Sharma , "Human Resource Management: Theory and Practices" , 9th Edition, Sage Publication India Pvt. Ltd., 2018
3. T.P Renuka Murthy, " Human Resources Management", 1st Edition, Himalaya Publishing House, 2017

References Books:
1. Peter G. Northouse, "Leadership: Theory and Practices" 7th Edition. Sage Publication, 2018.
2. Human Resource Management – Rao V. S. P, Excel BOOKS, 2010
3. Shawn Smith and Rebecca Mazin, "The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals", 2nd Edition, AMACOM publishers, 2011
4. Aswathappa K, Human Resource Management,7e, HPH, 2014

Important Weblinks:
- Manpower Planning- https://youtu.be/hHE4ilceiXs
- Performance Appraisal- https://youtu.be/vXgt9yASs_k
- HRM practices-https://youtu.be/e1F3xnF5LKg
- HR Trends-https://youtu.be/4Kr0VpM14LI
- Effective Performance Appraisal System-https://youtu.be/9j9u-wdlE8c
- Compensation -https://youtu.be/c75U2xofWEM

2. THE COURSE

2.1.Course Description

HUMAN RESOURCE MANAGEMENT			
Semester	**II**	CIE Marks	**50**
Course Code	**23MBPC521**	SEE Marks	**50**
Teaching Hrs/Week (L:T:P)	**4:0:0**	Exam Hr	**03**
Total Hrs	**52**	Credits	**04**

This course provides students with an introduction to fundamental concepts and various aspects of Human Resource Management (HRM). It equips students with the knowledge and skills needed to thrive in the corporate environment by understanding industry expectations. Over 13 weeks, with 4 lectures each week, this introductory course enables management students to explore essential communication modes, including oral, written, and presentation skills vital for the workplace. With a total of 52 hours of instruction, students will learn how to effectively convey messages, foster strong relationships, and navigate diverse communication scenarios. This 4-credit course is assessed through Continuous Internal Evaluation (CIE) worth 50 marks and a Semester-End Examination

(SEE) also worth 50 marks. This structured approach prepares students to excel in managerial roles and succeed in a competitive professional landscape.

2.2.Initiating Contact with Staff and Other Students
We encourage open communication and value your inquiries about the course; given a large number of students, please use email and office hours thoughtfully and check previous communications or the handbook before reaching out with administrative questions. Additionally, engaging with your peers for discussions and collaborative learning will enhance your understanding of the course material and foster a supportive academic community.

2.3.Resources
In addition to the college library, the provision of a modern learning environment allows students access a wide range of resources through the college website, including the VTU Consortium, e-learning platforms, and additional sources such as open-access repositories and government portals like NPTEL and NDLI. These digital tools offer access to e-books, research papers, video lectures, and interactive tutorials, creating flexible and comprehensive learning environments.

E-learning and digital library can be accessed via the college website https://mite.ac.in/ (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

2.4.Staff

    Course Faculty: Ms Verina D'Souza
    Cabin: 3rd floor, PG Block
    Email: verina@mite.ac.in

2.5.Topics and Reading materials for each module

Module 1   *No. of Hours: 10*

- **Topic: Introduction to HRM**
  - o Meaning, nature, scope of HRM, Evolution of the concept of HRM, Major functions of HRM, Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The HR Competencies, Strategic HRM/Strategic Partner

- **Activities:**
  - o Quiz-HR Jargons

- **Essential Reading**
  - o Amitabha Sengupta, "Human Resource Management: Concepts" 1st Edition, Sage Publication India Pvt. Ltd., 2018 (Chapter1)

  - o Manpower Planning- https://youtu.be/hHE4ilceiXs

- **Additional Reading:**
  - o Shawn Smith and Rebecca Mazin, "The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals", 2nd Edition, AMACOM publishers, 2011 (Chapter 2)

Module 2   *No. of Hours: 10*

- **Topic: HR Planning**
  - o HR Planning: Importance of HR Planning, Factors Affecting HR Planning, HRP Process, Tools for Demand Forecasting, The Challenges for HR, Process of Job Analysis, Job Description and Job Evaluation. Recruitment and Selection: Importance of Recruitment, Recruitment Policies, Factors Influencing Recruitment, Recruitment Process, Sources, Evaluation of Recruitment Process, Recruitment Strategy, Future Trends in Recruitment; Selection Process; Selection Tests; Factors Influencing Selections

- **Activities:**
  - o Debate on "Internal vs. external Recruitment, Buy vs. Make Recruitment strategy

- **Essential Reading:**
  - o Aswathappa K, Human Resource Management,7e, HPH,2014 (Chapter 6)

- **Additional Reading:**
  - o R. C. Sharma, Nipun Sharma, "Human Resource Management: Theory and Practices", 9th Edition, Sage Publication India Pvt. Ltd., 2018 (Chapter 2 and 3)
- **Weblink :**
  - o Manpower Planning- https://youtu.be/hHE4ilceiXs

Module 3   *No. of Hours: 10*

- **Topic: Performance Management**
  - o Performance Management and Appraisal: 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, External and Internal Factors, Establishing Pay Rates, Employee Benefits. Employee Turnover and Retention: Meaning, Strategies to manage turnover and retention

- **Activities:**
  - o Case Study on "Retaining Good Performers Through Performance Management"

- **Essential Reading:**
  o Shawn Smith and Rebecca Mazin, "The HR Answer Book: An Indispensable Guide for Managers and Human Resources Professionals", 2nd Edition, AMACOM publishers, 2011 (Chapter 3)

- **Additional Reading:**
  o T.V. Rao, "Performance Management and Appraisal Systems HR Tools for Global Competitiveness", 1st Edition, Sage Publication India Pvt. Ltd., 2004 (Chapter 4 and 5)
- **Weblinks :**
  o Effective Performance Appraisal System-https://youtu.be/9j9u-wdlE8c
  o Performance Appraisal- https://youtu.be/vXgt9yASs_k
  o Compensation -https://youtu.be/c75U2xofWEM

Module 4   *No. of Hours: 10*

- **Topic**: **Industrial Relations and Employee Welfare**
  o Industrial Relations: Decent Workplace, International Labour Organization, 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.
  Employee welfare, grievances and discipline: Meaning and forms, sources, approaches to grievance machinery, grievance procedures, model procedure, disciplinary procedure, approaches to manage discipline in industry, Principles of hot stove rule.

- **Activities:**
  o Role plays on three actors of Industrial Relations

- **Essential Reading**:
  o Human Resource Management – Rao V. S. P, Excel BOOKS, 2010 (Chapter 22, 25 and 26)

- **Additional Reading:**
  o Amitabha Sengupta, "Human Resource Management: Concepts" 1st Edition, Sage Publication India Pvt. Ltd., 2018 (Chapter 11)

  o Bhoir, M., Sinha, V. Employee well-being human resource practices: a systematic literature review and directions for future research. *Futur Bus J* **10**, 95 (2024). https://doi.org/10.1186/s43093-024-00382-w

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Module 5   *No. of Hours: 12*

- **Topic: HRM in Service Sector and SME's**
    o Human Resource Management in the Service Sector: The Emergence of the Service Sector, Difference in Human Resource Management in Services and Manufacturing Sectors, Human Resource Management and Service Quality Correlation, Trade Unions in Services Sector, Models of Union Strategies
    o Human Resource Management in Small and Medium Enterprises: The Difference in Adoption of Human Resource Management - Indian Experience, Impact of Weak Adoption of Human Resource Management in SMEs.
    o Future trends in Human Resource Management: Hybrid work model, Employee skill development, Internal mobility, Diversity and inclusion in the workforce, People analytics, Employee well-being, multi-generational workforces, and All-in-One HR tools.

- **Activities:**
    o Innovations in HRM-Model Creation

- **Essential Reading:**
    o Amitabha Sengupta, "Human Resource Management: Concepts" 1st Edition, Sage Publication India Pvt. Ltd., 2018(Chapter 15 and 16)

- **Additional Reading:**
    o T.P Renuka Murthy, "Human Resources Management", 1st Edition, Himalaya Publishing House, 2017 (Chapter 4)

- **Weblink:**
    o HR Trends-https://youtu.be/4Kr0VpM14LI

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3. ASSESSMENT

The assessment for the Human Resource Management module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

The Continuous Internal Evaluation (CIE) consists of two internal tests scheduled for the 8th and 14th weeks, contributing a total of 30% to the overall marks. The remaining 20% of the marks (i.e. 40% of CIE) are allocated for other assessments, including assignments and activities. Students are expected to adhere to deadlines and submit assignments punctually, as active participation is a key criterion for the activity segment.

Semester End Examination (SEE) constitutes the remaining 50% of the total marks, i.e. 3 hour written examination. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

Rubrics for Other Assessment		
	Total Marks allotted	**Criteria**
Assignment 1-Case study	10	o Presentation skills o Communication skills o Application and Reasoning o Creativity
Assignment 2 - Innovations in HRM- Model Creation	10	o Presentation of Content o Teamwork o Innovation o Model Construction