## Subject: HUMAN RESOURCE MANAGEMENT

w.e.f. AY 2023-24

### COURSE STRUCTURE

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SEMESTER-II
COURSE 1: PRINCIPLES OF HRM

Theory Credits: 4 4 hrs/week

Course Objectives:
- To understand the significance of human resource management and role of executives.
- To acquire knowledge on procurement and development functions.
- To understand the sources of recruitment and selection process.
- To gain knowledge on training and development methods.
- To understand the concept of Industrial relations and its impact on HRM.

UNIT-1: INTRODUCTION:
Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

UNIT-II: PROCUREMENT AND DEVELOPMENT FUNCTIONS:
Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization.

UNIT-III: TRAINING:

UNIT-IV: JOB EVALUATION:
UNIT-V: INDUSTRIAL RELATIONS:


Reference Books:
SEMESTER-III
COURSE 2: CHANGE MANAGEMENT

Theory Credits: 4 4 hrs/week

Course Objectives:

- To impart students the knowledge of Organizational Change.
- To equip the students with the basic types of change.
- To provide them with the knowledge on implementing change.
- To understand the role of HR in Technological Change.
- To understand the concept of Organizational Development.

UNIT-I ORGANIZATIONAL CHANGE
Concept and Significance; Managing Change; Concept of Analysing the different factors in the Environment driving change; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change to organizations.

UNIT-II TYPES OF CHANGE
Continuous or Incremental Change, Discontinuous or Radial Change, Participative Change and Directive Change; Change agents; Levels of Change- Knowledge Changes, Attitudinal Changes, Individual Behaviour Changes and Organizational Performance Changes.

UNIT-III IMPLEMENTING CHANGE

UNIT-IV HR AND TECHNOLOGICAL CHANGE
Introduction special features of new technology, organizational implications of technological change, Emerging profile HR in the management of Change. Employee Empowerment, Emotional Intelligence, Managing work stress for enhancing employee productivity.
UNIT-V ORGANIZATIONAL DEVELOPMENT (OD)
Concept and Evolution, significance. OD Interventions- Diagnostic Activities, Team Building, Sensitivity Training, Third Party and Inter Group Interventions, Educational and Structural Interventions. Indian Experiences of OD in Public and Private Enterprises.

Reference Books:
Course Objectives:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- To understand talent acquisition process.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- To equip students with the basic knowledge of employee engagement.
- To understand about employee retention.

UNIT I: INTRODUCTION TO TALENT MANAGEMENT

UNIT II: TALENT ACQUISITION
Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions; Preparing recruitment plan, Selection process, Use of assessment centres, Choosing the types of interviews.

UNIT III: ELEMENTS OF TALENT MANAGEMENT
The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management.
UNIT VI: TALENT MANAGEMENT STRATEGY
Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development.

UNIT V: EMPLOYEE RETENTION

Reference Books:
SEMESTER-IV
COURSE 4: TRAINING AND DEVELOPMENT

Theory Credits: 4 4 hrs/week

Course Objectives:

- Understand basic concepts associated with learning process, learning theories, training and development.
- Understand training needs, identification of training needs, training processes, training methods.
- To familiarize with evaluation design to assess training program effectiveness.
- Emerging trends in training and development.
- Relevance and usefulness of training expertise in the organizational work environment.

UNIT-I: TRAINING AND DEVELOPMENT

UNIT-II: STEPS IN TRAINING PROGRAM

UNIT-III : TRAINING DESIGN
UNIT-IV: TRAINING METHODS AND TRAINER’S STYLE

Types of training- On-the-Job methods, Off-the -Job training methods (Job Instruction method, Job Rotation Method, presentation methods, hands on methods, group building methods), choosing a training method. Competence of trainer- Trainer’s skills and style, Trainer’s roles, Do’s and Don’ts for Trainers.

UNIT-V : DEVELOPMENT


Reference Books:
SEMESTER-V
COURSE 5: LABOUR LEGISLATION AND COMPENSATION MANAGEMENT

Course Objectives:

- To impart students with the knowledge of labour legislations in India.
- To comprehend the basic provisions of the Trade Unions Act 1926.
- To provide them with the knowledge on Social Security Legislations in India.
- To equip students with the basic knowledge of Employee Compensation and Wage concepts.
- To enable students with the understanding of wage determinants and wage fixation.

Unit-I: LABOUR LEGISLATION

Unit-II: BASIC ACTS IN LABOUR LEGISLATION

Unit-III: SOCIAL SECURITY

Unit-IV: EMPLOYEE COMPENSATION
Concept and Significance of Wage - CTC, Wage, Salary, Minimum Wage, Fair Wage, Living Wage, Need based minimum Wage. Wage Theories.

Unit-V: WAGE FIXATION MECHANISMS
Reference Books:
1. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press.
2. Milkovich & NewMan, Compensation, Tata McGraw Hill, New Delhi,
SEMESTER-V
COURSE 6: ORGANIZATION BEHAVIOUR

Course Objectives:
- To understand individual and group behaviour at work place to improve the effectiveness of an organization.
- To understand different types of personality and learning styles.
- Comprehend concepts relating to group dynamics and conflict management.
- To understand leadership and its impact on group dynamics.
- To understand the process of Change management and issues involved in it.
- To understand organizational culture and organizational effectiveness.

UNIT-I: ORGANIZATIONAL BEHAVIOR

UNIT-II: GROUP DYNAMICS
Meaning of groups and group dynamics, Stages in the Formation of groups, Characteristics and Types of groups. Factors influencing group effectiveness- Group cohesiveness, Group decision making. Teams-Groups Vs Teams , Types of teams. Conflicts in groups- reasons for conflicts, Management of Conflict- application of Transactional Analysis, Johari Window.

UNIT-III: LEADERSHIP
Definition and Concept of Leadership , importance of Leadership, characteristics of an Effective Leader. Styles of Leadership, Managerial Grid, Leadership Continuum. Theories of Leadership. Impact of Leadership on effectiveness of groups .

UNIT-IV: MANAGEMENT OF CHANGE
UNIT-V: ORGANIZATIONAL CULTURE
Concept of Organizational Culture, Significance of understanding organizational culture, Distinction between organizational culture and organizational climate. Factors influencing Organizational Culture. Organizational Effectiveness- Indicators of organizational effectiveness, achieving organizational effectiveness. Organizational Power and Politics.

Reference Books:
2. Luthans Fred – Organizational Behaviour - McGraw Hill Publishers Co. Ltd., New Delhi,