

## SEMESTER III

**Course Title: Recruitment, Selection and Retention**

**Course Code: HR 703**

**Course Objectives:**

This course aims to equip students with knowledge and skill in carrying out recruitment and selection duties in an organization. This course is intended to provide you with an understanding of recruitment and selection methods and processes as well as give you an opportunity to develop a critical approach to R&S. This critical approach is necessary because choosing who to employ is an important way in which employers pursue their interests in the workplace.

**Course Contents/Syllabus:**

**Module I : Human Resource Planning**

The planning process: Indicators and trends. Ascertaining demand and supply in human resource. Causes of demand, forecasting techniques and human resource requirements. Staffing models. Linking human resource planning with strategic human resource management.

**Module II: Job Analysis**

Job analysis and design. Job analysis information and use. Collection of job analysis information. Application of job analysis information. Factors influencing job design methods. Job analysis techniques. Assessing job analysis methods.

**Module III : Recruitment of Employees**

Recruitment Challenges. Recruitment Sources. Methods of recruitment. Assessing recruitment methods. Legal Compliances in Recruitment and selection

**Module IV : Selection of Employees**

Influences on recruitment and selection. Pre employment Testing. Background and Reference Checks. The Selection Process. Ethical issues in the selection process. Role of HR analytics in effective R&S.

**Module V Retention Strategies for Employees**

Retention of Manpower-Models of Retention. Succession Planning. Retention Strategies - Executive education- Flexi timing- Telecommuting Quality of work, Work life balance- Employee empowerment –Employee involvement –Autonomous work teams

**Text Reading:**

- Gary Dessler, Varkkey, Human Resource Management, Pearson Education India

**References**

- Diane Arthur, Recruiting, Interviewing, Selecting & Orienting New Employees, PHI Learning Private Limited, New Delhi

## **Course Title: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

### **Course Code: HR 711**

#### Course Objectives:

The main objective of this course is to explore the dynamics of global business environment and to prepare the students about examining the maximization of returns in context with human resources. The paper would familiarize the students about the implications of the globalization process, challenges that changes in the international economy and manage the diversity of HRM in an international context and the key HR challenges facing organizations working internationally.

#### Course Contents/Syllabus:

##### **Module I : Globalization and Human Resource Management:**

Introduction to IHRM Definition, Features, elements Approaches to IHRM, Globalization and International HRM. Domestic Vs international HRM Internationalization of firms. Case Study.

##### Module II : The diffusion of International HRM in MNCs:

Global versus local strategy and structure in MNCs. Transfer of HR practices in MNCs. Knowledge management and international HRM. Cross cultural management. Global work life management. Case Study.

##### Module III : The management of international HR practices in MNCs:

Talent Acquisition , retention of international managers; Women Expats; Repatriation, International management training and Development. International pay, key components of international compensation, Approaches to international compensation, Global compensation: emerging issues. issue of double taxation, Performance management of international Employees, Rewards and Recognition strategy. Global talent management. Case Study

##### Module IV : Employee relations:

International perspective of Industrial relations IHRM trends and future challenges. Corporate social responsibility and sustainability in HR Labour regulation in a global economy. Diversity and diversity management. Case Study.

#### Text:

- Dowling, Peter; Title: International human resource management - Managing people in a multinational context; Publisher: Thompson.
- Bhatia S K, Title :International Human Resource Management-a global perspective: Publisher: Deep & Deep Publications Pvt. Ltd.
- International Human Resource Management- Tony Edwards & Chris Rees: Pearson, 2008.

#### References:

- Monir H. Tayeb International Human Resource Management: A Multinational Company Perspective, Oxford University Press.

- Paul Sparrow, Chris Brewster, Hilary Harris; Pub. Taylor and Francis, Globalizing Human Resource Management; Oxford University Press.
- Human Resource Management – Wayne Mondy: Pearson, 2010
- Human Resource Management- David Lepak & Mary Gowan: Pearson, 2009
- Human Resource Management- Snell & Bohlander: Cengage, 2007
- Managing Human Resource- Cynthia D. Fisher, Lyle F. Schoenfeldt and James B. Shaw: Cengage, 2006
- In Search of The Right Personnel- Manas K. Mandal: Macmillan, 2008.
- Strategic Human Resource Management- Jeffrey A. Mello: Thomson, 2007.

Any other Study Material:

- Briscoe R. Dennis , Schuler S. Randall :International Human Resource Management: Policy and Practice for the Global Enterprise.
- Mathew Mary, Jain C. Harish :International human resource management in the Indian information technology sector: A comparison of Indian MNCs and affiliates of foreign MNCs in India

## **Course Title: COMPENSATION AND REWARD MANAGEMENT**

**Course Code: HR712**

### **Course Objectives:**

The Objective of the course is to equip students with the development and maintenance of internally equitable and externally competitive wage and salary programs. To educate students in compensation with sufficient role of compliance along with discretionary organizational requirements in the matter. In addition to learning contemporary concepts, approaches, techniques and terms, students will be taught the use of technology and measurement in compensation and benefits.

### **Course Contents / Syllabus:**

#### **Module I : Foundation of Compensation Management**

Introduction to Pay Model, Defining Compensation, Concept of Wage, Economic Theory of Wages, Strategic Perspectives of Compensation, Internal Alignment, Concept of Equity, Job Evaluation and Methods of Job Evaluation, Hay Guide Chart

#### **Module II : Designing Pay Level**

Defining External Competitiveness, Concept of Base Pay, Salary Progression, Contextual Influences on Pay – Allowances: Legal and Unrestricted, Legal Compulsions in Compensation - Labor Laws Applicable to Compensation, Pay Commission, Wage Board and Wage Agreements

#### **Module III: Benefits and Social Security**

Defining Benefits, Mandatory Benefits, Benefit Determination Process, Discretionary Benefits, Flexible work schedule, Employee Stock Option Plans, Factors affecting the Benefit Package, Administration of Benefits and Services

#### **Module IV: Pay for Performance**

Individual Incentive – Merit Pay, Commission, Team / Group Incentives , Gain sharing and Profit Sharing, Concept of Bonus

#### **Module V: Total Salary Structure and Administration**

Analyzing Salary Surveys, Designing a Salary Structure, Ethics in Compensation, Deductions, Severance Pay, Flexi and Customized Compensation, Competency Based Compensation

#### **Module VI: Extending the Structure and Latest Trends**

Perspectives on Reward, Person focused Pay, International Pay Systems, Metrics in Compensation, Technology enablers in Compensation, Latest Trends in Compensation and benefits.

### **Text:**

- Milkovich T. G., Newman M. J., Venkata Ratnam C.S. (2017) ‘Compensation’, 9th Edition, Tata Mc Graw Hill, ISBN: 007015158X

### **References:**

- Martocchio Joseph (2018) 'Strategic Compensation – A Human Resource Management Approach', Ninth Edition, Pearson. ISBN: 9332584834
- Henderson, Richard I (2007) 'Compensation Management in a Knowledge-Based World', 10<sup>th</sup> Edition, Prentice Hall, ISBN: 8131711102

## **Course Title: Strategic Human Resource Management**

### **Course Code:HR709**

#### Course Objectives:

This course is an attempt in the direction of understanding the dimensions related to strategic HRM activities which contributes to an organization competitive edge and examine the irrelevance in the current globalized scenario with special reference to organizations operating in India and abroad.

#### Course Contents/Syllabus:

##### Module I The Concept of Strategic Human Resource Management

The Concept of Strategic Human Resource Management (SHRM), Strategic HRM Defined, The evolutionary stages of Strategic HRM, Objectives of SHRM,, An Investment Perspective of HRM, Competencies of HR Professional in a SHRM Scenario, Emerging Issues in SHRM,HRM Environment, The Evolving Strategic Role of HR

##### Module II Models of SHRM

Value proposition through HR, General models-The Best practice approach, Best fit approach and The Universalistic, Contingency and Configurational approaches, The Resource based Strategic HRM, Resource based models-The high performance management, High commitment management and High-involvement management.

##### Module III Human Capital Management

Human Capital Management Defined, The Concept of Human Capital, Intellectual Capital, Social Capital and Organizational Capital, Human Capital Measurement and Approaches to Measurement

##### Module IV Strategic HRM in in Action

HR Strategy defined, Purpose, Types of HR Strategies, Formulating HR Strategy, Criteria for an Effective HR Strategy, Strategy formulation propositions, key concept and process issues, Implementing HR Strategy, SHRM: Aligning HR with Corporate Strategy, Integrating the Business strategies and HR Strategies for competitive advantage, Corporate Restructuring and SHRM, Corporate Ethics, Values and SHRM

##### Module V Impact of SHRM on Business Performance

The strategic impact of Human Resource Practices, Human Resource Evaluation-Definition and Overview, Rationale for HR Evaluation, Measures of HRM Performance, Approaches to HR Evaluations, Evaluating the Effectiveness of SHRM.

#### Text & References:

- Mello Jeffrey A., (2008),Strategic Human Resource Management, Thompson Press Publishing.

- Agarawala Tanuja (2007) Strategic Human Resource Management, Oxford University Press.
- Armstrong Michael (2007), Strategic Human Resource Management: Strategy and Action, Kogan Page
- MaheyC and SalmanG.,(1996),Strategic Human Resource Management, Oxford Blackwell.
- Srinivas R. Kandula,(2002),Strategic Human Resource Development, Prentice Hall India.

**Course Title: Measurement in HR****Course Code: HR720****Course Objectives:**

Enable students to understand the techniques of identification and measurement of costs and expenses associated with various HR functions. Help students practice the tools and techniques of measuring HR which can be subsequently used to quantify several parameters for effective management of human capital. Enable students to pitch HR as a strategic business partner and develop skills to communicate with and influence key decision-makers within an organization.

**Course Contents/Syllabus:****Module I: Introduction and The Challenges of Measurement**

Introduction: Meaning & Definition of HR Measurement – Importance; Development of Concept. HR Measurement for HR Professionals; Investment in Human Resources. Efficient use of Human Resource, Adopting the Right Perspective: Understanding the Role of Workforce in Strategy Implementation

**Module II: Developing Measurement Metrics**

Understanding and Developing The Right Metrics: Tools to Manage The Implementation Of Strategy, Implementing The Metrics. Benchmarking HR, Different Types of Scorecards- Balance Score Card, HR Score Card. Case studies on benchmarking HR

**Module III: Principles of Good Measurement. Cost-Benefit Analyses for HR Interventions**

Measuring HR Alignment. Measuring Hiring and Staffing, Measuring the Value of Compensation and Benefits. Measurement of Training and Development. Case study on calculation of ROI

**Module IV: Specific Topics in Measurement**

Measuring the Value of Employee Relations and Retention Program, Models for Assessing Return on Investment, Assessing Value of Outsourcing and Call Centers. Case study on outsourcing of HR

**Module V: TQM and HRIS**

Role of TQM in HR Measurement. HR Audit, Implementing HR Audit, Methodology and Issues, HRD Scorecard, HRD Audit – The Indian Experiences and Cases, People Capability Maturity Model (PCMM), Measuring Intellectual Capital and Web Based HR Systems Human Resource Information System

Role of Information System in Human Resource Decision Making, Designing and Implementation of HRIS, Organizing Data, Personnel Audit and Personnel Research, Computer Applications in HRM Functions (uses and trends). Case study on HR Audit and Accounting.

**Text & References:**

- Fitz-Enz Jac,(2001), How to Measure Human Resource Management, McGraw Hill
- Mello Jeffrey A., (2008), Strategic Human Resource Management, Thompson Press.



## SEMESTER IV

**Course Title: Training and Development**

**Course Code: HR715**

Course Objectives:

Organizations today function in a dynamic and complex environment. Faced with increased competition, expanded regulations, sophisticated technology, and limited resources, organizations must respond to extraordinary demands for quality, productivity, and cost efficiency. Organizations must implement processes to continuously train and develop their most important resource – their people. Through the learning experiences provided in the Training and Development, students master the concepts, knowledge, and skills necessary to manage a training and development function within an organization.

Course Contents/Syllabus:

Module I : Introduction to Training and Development

- Overview and Trends in training • Important concepts and meaning of training • Difference between Training and Development • Aligning Training with strategy • Strategic Training and Development Process

Module II: Need Assessment

- Why is Needs Assessment necessary? • Who should participate in Needs Assessment? • Methods used in Needs Assessment • The Needs Assessment Process • The TNA model Need assessment methods and techniques

Module III: Design and Development

- Principles of Training Design • Design Process • Models of Training Design

Module IV: Training Methods

- Introduction • Presentation Methods: Lecture, Audio visual techniques • Hands- on Methods; On- the job training, simulations, case studies, Business games, Role plays, Behavior Modeling • Group Building Methods: Adventure Learning, team training, action learning • Choosing a training Method • E- Learning and use of Technology in Training

Module V: Evaluation of training

- Meaning • Models of Training Evaluation • Data Collection for Training Evaluation • Designs for training Evaluation

Text

- Noe, R. A. (2008). Employee Training and Development (4th Ed). McGraw-Hill • P. Nick Blanchard and James Thacker, Effective Training: Systems, Strategies and Practices

References:

**Course Title: MANAGERIAL COUNSELLING**

**Course Code: MHR 404**

Course Objectives:

To understand the concept and process so as to develop the professional counseling skills among the students.

Course Contents/Syllabus:

Module I: Introduction

Self-Development of Managers as Counselors, Barefoot Counseling, Assertiveness and Interpersonal Skills for Counselors, Counseling Relationship.

Module II: Approaches to Counseling

Development of Counseling Skill, Introduction to the Important Schools of Counseling, Psychoanalytic Foundations, Transactional Analysis, Gestalt Therapy, Rational Emotive Therapy, Person-Centered Approach to Counseling, An Integrated Model, Essentials of Skills, Nonverbal Clues.

Module III: Counseling Process

Counseling Interventions in Organizations, Empathy, Listening and Responding, Effective Feedback.

Module IV: Counseling at Work

Performance Counseling, Counseling in Problem Situations, Interpersonal Conflicts, Midlife Blues, Integration and Action Plan.

**Text**

- Welfel E.R. and Patterson Lewis E (2007), The Counselling Process, Thomson
- Singh Kavita (2010), Counselling Skills for Managers, Prentice Hall India

**References**

- Rao. S.N (2010), Counselling and Guidance, Tata McGraw Hill
- Felthman C. and Dryden W (2010), Brief Counselling- A Practical Integrative Approach, Tata McGraw Hill

## **Course Title: Leadership and Motivation in Organization**

### **Course Code: HR 733**

#### Course Objectives:

This course provides students with the social science tools needed To solve organizational problems and influence the actions of individuals, groups and organizations. To prepare managers to understand how to best organize and motivate the human capital of the firm, manage social networks and alliances, and execute strategic change. In addition, to explore the challenge of managing personally the inevitable stresses and dangers of leadership.

#### Course Contents/Syllabus:

##### Module 1: Introduction to Motivation

- Definition – Motivation; Motivating Others;
- Work related aspects of Motivation: Extrinsic and intrinsic aspects of motivation,
- Factors affecting Motivation in the Business World;
- Self Assessment Questionnaire and Case Studies

##### Module 2: Power and Leadership

- Introduction, Definition of power, Difference among Power, Authority and Influence
- Sources of Power
- Bases of Power in the organization
- Application of Contingency model of power based on French and Raven's and Kelman Theory
- Power Tactics used in Organization –Individual and Intergroup Strategies, Situational Influences, Intergroup Power tactics
- Self Assessment Questionnaires and Case Study

##### Module 3:Organisational Politics and Leadership

- Organizational Politics-The Political Sub system
- Pfeffer rational versus Political model of Organization
- Controlling Political Behavior in Organizations
- Self Assessment Questionnaires and Case Study

##### Module 3: Leadership and Management

- What is leadership; Importance of Leadership;
- Difference between Leadership and Management

#### Introduction to:

- Servant and Spiritual leadership
- Authentic and Ethical Leadership;
- Charismatic and transformational Leadership
- Self Assessment Questionnaires and Case Study

Module 4: Introduction to Leadership Theories:

Discussion on different Leadership theories-Great Man Theory, Trait Theory ,Behavioral Theory, Contingency Theory, Situational theory.

Module 5: Beyond the theory:

The dark side of leadership. Self Assessment Questionnaire and Case Studies

Text & References:

- Leadership: Enhancing the Lessons of Experience by Richard Hughes (Author), Robert Ginnett (Author), Gordon Curphy (Author)Published by Publisher: Tata-McGraw-Hill.
- Leadership and Management Development, Carmichael J., Collins C., Esmell P. and Haydon J., Oxford, 2011, ISBN 9780199699230
- Leadership in Organizations, 8/E, Gary A. Yukl, Pearson.
- Leadership and Team Building, 1/e Uday Kumar Haldar, Oxford University Press.
- Leadership and Management Development, 1/e by Jan L. Carmichael, Chris Collins, Jon Haydon & Peter Emsell, Oxford University Press.
- Leaders and the Leadership Process: Jon L. Pierce and John W. Newstrom.
- Organizational Behavior Text and Cases, Kavita Singh, Pearson.
- Organizational Behavior, An Evidence Based Approach, Fred Luthans, McGraw-Hill