



GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 2nd Semester

Subject Name: Human Resource Management (HRM)

Subject Code: 4529204

With effective
from academic
year 2018-19

1. Learning Outcome:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<i>Create</i> Strategic Human Resource practices for getting competitive edge and integration of HR policies with the industry.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<i>Evaluate</i> various tools of recruitment and selection based on the industry.
Global Exposure and Cross-Cultural Understanding (GECCU)	<i>Investigate</i> the changing role of HR in the international context for areas like workplace diversity, Expatriate pay etc.
Social Responsiveness and Ethics (SRE)	<i>Specify</i> IR practices within the legal ambit for reducing industrial conflicts and disputes and evaluating ethical practices in the functions like compensation and performance management system.
Effective Communication (EC)	<i>Appraise</i> and <i>debate</i> the applicability of HRM practices for a given situation. <i>Appraise</i> and <i>debate</i> the importance of communication in various HRM functions like job analysis, training etc.
Leadership and Teamwork (LT)	<i>Analyse</i> the role of leader in successful organisations, merger & acquisition & knowledge Management.

LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4529202	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Create</i> strategic Human Resource policies for getting competitive edge and integration of HR policies with the industry	3	3	3	2	-	1	1	2	2
LO2: <i>Evaluating</i> the various tools of recruitment and selection based on the industry.	3	3	3	3	1	1	1	-	1
LO3: <i>Investigating</i> the changing role of hr in the international context for areas like workplace diversity, Expatriate pay etc	2	2	2	3	3	1	1	1	1
LO4: <i>Specify</i> IR practices within the legal ambit for reducing industrial conflicts and disputes and <i>evaluate</i>	2	2	2	2	-	1	3	-	1



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ethical practices in the functions like compensation and performance management system.									
LO5: Appraise and debate the applicability of HRM practices for a given situation.	3	2	3	3	-	1	-	-	2
LO6: Appraise and debate the importance of communication in various HRM functions like job analysis training etc.	2	3	3	1	-	3	1	1	2
LO7: Critically analyse the role of leader in successful organisations, merger & acquisition & knowledge Management	2	3	3	2	2	3	2	2	2

2. **Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

3. **Course Contents:**

Module No.	Module Content	No. of Sessions	70 Marks (External Evaluation)
I	<p>Introduction to Human Resource Management:</p> <ul style="list-style-type: none"> • Meaning, Objectives, Scope and Functions of HRM • Role and qualities of HR executives • Changing environment of HRM in India • Traditional Vs. Strategic HR • Creating an HR based Competitive Advantage, Role of Line Manager for HR based Competitive Advantage <p>Human Resource System Macro and Micro Dimensions, Macro HR Policy; Factors affecting Macro HR policy; Micro HR, Factors affecting micro part of HR, MICRO Level practices</p> <p>Human Resource Planning:</p> <ul style="list-style-type: none"> • Significance and Process • Factors affecting HRP • Techniques of HRP • Strategic HRP - Activities related to Strategic HR planning, Integration of HR plan & Business Plan, Strategies for managing employee shortage and Surpluses <p>Recruitment:</p> <ul style="list-style-type: none"> • Definition, Process and Sources of Recruitment, Factors governing the Recruitment Policy • Industry Specific Strategy & labor market Choice <p>Selection:</p>	10	18



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	<ul style="list-style-type: none"> • Selection Process - Application Forms, Selection Tests, Interviews, Evaluation • Role of Line & HR manager in Selection • Placement and Induction 		
II	<p>Job Analysis, Job Design and Job Evaluation:</p> <ul style="list-style-type: none"> • Job Analysis - Features, Process and Methods of Job Analysis, Job Description, Job Specification • Job Design - Meaning and Components of Job Design • Job Evaluation - Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation <p>Training and Management Development:</p> <ul style="list-style-type: none"> • Training – Meaning, Process and Methods • Management Development – Meaning, Methods, Differences between Training and Development 	10	17
III	<p>Performance Appraisal:</p> <ul style="list-style-type: none"> • Meaning, Need and Process • Performance Appraisal Methods - 360-degree Feedback, Management by Objectives (MBO), • Factors affecting Performance of an Employee, Correcting performance gap in different area <p>Compensation and Reward Systems:</p> <ul style="list-style-type: none"> • Meaning, types, Strategic approach to compensation <p>Industrial Relations</p> <ul style="list-style-type: none"> • Definition, Characteristics and Objectives of Industrial Relations, • Factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India <p>Industrial Conflict, and Dispute Resolution:</p> <ul style="list-style-type: none"> • Industrial conflict – Meaning, Nature of Industrial conflict • Industrial disputes – Meaning, Causes, Outcomes and Methods of disputes settlement • Collective Bargaining. • ILO – Meaning, Conventions, recommendations and major activities • Overview of Trade Union Act, 1926 :Major provisions, Registration, Types of union, Basic Rights 	12	21
IV	<p>Employee Welfare and Social Security:</p> <ul style="list-style-type: none"> • Employee Welfare - Objectives of Employee Welfare, Statutory Welfare Facilities as per Factories Act 1948 and Non-Statutory Welfare Facilities • Social Security – Meaning, Features and Classification of Social Security • Social Security Schemes in India - Employee State Insurance, Maternity Benefit, Payment of Gratuity, 	08	14



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	<p>Employee Provident Fund (Coverage and Operation)</p> <p>Current Trends in HRM:</p> <ul style="list-style-type: none"> • Employee Engagement – Meaning, Degrees, Drivers, and Measurement of Engagement • Talent Management – Meaning, Life cycle and Initiatives • Diversity at work place – Meaning and Management strategies • Mergers and Acquisitions in HRM. • HR Scorecard. • Knowledge Management Process. 		
V	<p>Practical: Students may visit any company to understand the application of the topics learned in Module I to IV and may work on below given emerging topics in the field of HR.</p> <ul style="list-style-type: none"> • HR Analytics, HR Information System • Employee Retention • Handling of Employee Grievance and Harassment related issue. • Glass ceiling and Gender Equality • Recruitment and Selection process of various industries • Performance appraisal system in public and private sector companies • Identifying companies where best training and management development practices are followed. 	---	(30 marks CEC)

4. Teaching Method:

- Interactive discussions
- Role Playing & brain-storming
- Audio-visual Material (Using CDs/ Clippings)
- Assignments and Presentations

5. Evaluation:

Students shall be evaluated on the following components:

A	Internal Evaluation	(Internal Assessment- 50 Marks)
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks
	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No	Author	Name Of Book	Publisher	Year Of Publication
1	Pravin Durai	Human Resource	Pearson	Latest Edition



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		Management		
	K. Ashwathapa	Human Resource Management	Himalaya Publication	Latest Edition
2	Garry Dessler and Biju Varkkey	Fundamentals of Human Resource Management	Pearson	Latest Edition
3	Uday Kumar Halder & Juthika Sarkar	Human Resource Management	Oxford	Latest Edition
4	P. R. N. Sinha, S. P. Shekhar and Indu Bala	Human Resource Management	Cengage	Latest Edition
5	Sharon Pande & Swapnalekha Basak	Human Resource Management – Text and Cases	Vikas	Latest Edition
6	Das, Pulak	Strategic Human Resource management	Cengage Learning	Latest Edition
7	Charles R Greer	Strategic Human Resource Management	Pearson	Latest Edition
8	Jeffrey A Mello	Strategic HRM	Cengage	Latest Edition

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed

7. List of Journals / Periodicals / Magazines / Newspapers, etc.

1. Journal of Organizational Culture
2. Communication and Conflict
3. Harvard Business Review
4. Business India / Business Today / Business World, University News
5. Human Capital
6. Indian Journal of Industrial Relations
7. HRM Review
8. Indian Journal of Training and Development
9. South Asian Journal of Human Resource Management
10. International Journal of strategic human management
11. Asian Journal of Management Cases
12. Global Business Review
13. South Asia Economic Journal
14. Economic & Political Weekly, Business India / Business World, Mint