

| <b>Course title:</b> Human Resource Management  |   |   |                           |          |
|---|---|---|---------------------------|----------|
| <b>Course code:</b> UBA 210   | <b>No. of credits:</b> 4  | <b>L-T-P:</b> 45-15-00                                  | <b>Learning hours:</b> 60 |          |
| <b>Pre-requisite course code and title (if any):</b>  |   |   |                           |          |
| <b>Department:</b> Policy and Management studies  |   |   |                           |          |
| <b>Program coordinator (s):</b> Dr. Moumita Acharyya  |   | <b>Course instructor (s):</b> Dr. Ritika Sharma Israney |                           |          |
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| <b>Course type:</b> Core  |   | <b>Course offered in:</b> Semester 4                    |                           |          |
| <p><b>Course description:</b> Human Resource Management (HRM) is a comprehensive course designed to introduce students to the strategic and operational aspects of managing human capital within organizations. This course provides a detailed understanding of key HR functions, including recruitment, selection, training and development, performance management, compensation, employee relations, and legal considerations in HR. Throughout the course, students will explore both the theoretical frameworks and practical applications of HRM in modern workplaces. They will gain insights into the role of HR in fostering organizational success through talent management, employee engagement, and creating a positive organizational culture.</p> |   |   |                           |          |
| <p><b>Course objectives:</b></p> <ul style="list-style-type: none"> <li>▪ Understand the fundamental principles and functions of human resource management.</li> <li>▪ Develop strategies for effective talent acquisition, retention, and development.</li> <li>▪ Analyze the legal and ethical considerations affecting HR practices.</li> <li>▪ Explore the role of HR in promoting a positive organizational culture and employee well-being.</li> </ul>  |   |   |                           |          |
| <b>Course content</b>   |   |   |                           |          |
| <b>Module</b>   | <b>Topic</b>  | <b>L</b>  | <b>T</b>                  | <b>P</b> |
| 1.  | Introduction to Human Resource Management: Introduction to employee life cycle, explain human resource management; Define the functions of HRM; challenges of HRM; Explain personnel management; Relate strategic management and HRM.   | 4   | 2                         | 0        |
| 2.  | Human Resource Planning and Job analysis: Importance of workforce planning, techniques of forecasting (qualitative and quantitative), SWOT analysis. Explain the concept of job analysis, Hackman & Oldham model of job analysis, Define job description <ul style="list-style-type: none"> <li>• Describe job specification</li> <li>• Explain the concept of job design</li> <li>• Identify different approaches to job design</li> </ul> Hands-on exercise in conducting job analysis and designing job descriptions<br>Core dimensions of job design: Job rotation, job simplification, job enrichment. | 4   | 2                         | 0        |
| 3.  | Recruitment and Selection: Recruitment Strategies<br>Internal vs. external recruitment<br>Effective recruitment practices<br>Selection Process and Techniques: Interviews, assessments, and psychometric testing, Selection decision-making.<br>Effective talent management.  | 4   | 2                         | 0        |
| 4.  | Induction & Orientation: Purpose, Types and process of orientation; Challenges of online onboarding. Types of onboarding.   | 4   | 1                         | 0        |
| 5.  | Competency Mapping & Assessment Centers, importance of competency models, measurement tools used in assessment centers.   | 4   | 2                         | 0        |
| 6.  | Employee Training and Development: Learning and Development in Organizations, Importance of employee training, Assessing training needs. Designing and Evaluating Training Programs: Training methods (on-the-job, off-the-job), Measuring training effectiveness.  | 4   | 1                         | 0        |
| 7.  | Human resource development: functions of HRD, Stages in the HRD process, types of HRD systems, effectiveness of HRD.<br>Case study: TCS HRD System  | 4   | 1                         | 0        |

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| 8.  | Career Planning and Succession Planning: Define the term career, Explain various career stages, various career anchors, concept of career planning, concept of succession planning   | 4         | 1         | 0        |
| 9.  | Performance Management: Concept and process of PMS. Fours aspects of PMS. Performance Appraisal Systems<br>Objectives and types of performance appraisal<br>360-degree feedback, Behaviourally anchored rating scale (BARS), Management by objective (MBO).<br>Implementing Effective Performance Management<br>Linking performance to compensation and development<br>Addressing performance issues | 6         | 1         | 0        |
| 10. | Compensation and Benefits: Compensation Strategies, Components of compensation (salary, benefits, incentives), Job evaluation and pay structures. Employee Benefits and Incentive Plans<br>Designing effective benefit packages<br>Linking rewards to performance<br>Basic factors in determining pay; Benchmarking.   | 5         | 1         | 0        |
| 11. | HR Audit and HR Accounting<br>Technology in HR   | 2         | 1         | 0        |
|     | <b>Total</b>   | <b>45</b> | <b>15</b> | <b>0</b> |

#### Evaluation criteria

- Minor-1: Assignment: 30%
- Minor-2: Presentation: 30%
- Major exam 3: End-Term Exam: 40%

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#### **Minor-1 (at the end of module 4)**

Structure: Students will be given a detailed case study based on an organization facing HR-related challenges (such as recruitment issues, performance management, or employee engagement). They will be required to:

**Identify** the key HR issues faced by the organization.

**Analyse** the root causes of these issues using HR concepts discussed in class.

**Recommend** actionable HR strategies or interventions that the organization can implement to resolve the challenges.

**Evaluate** the potential outcomes of their recommendations.

#### **Minor 2 (at the end of module 8)**

Structure: The students will create an **HR strategy** that aligns with the company's goals and addresses a specific HR function (e.g., recruitment, training & development, or compensation).

Groups will: Choose an HR function relevant to the organization's needs, conduct research on industry best practices, Develop a comprehensive HR strategy for the company.

**Major exam 3 (End-Term Exam; at the end of all modules)** This will be a closed book exam based on all the modules covered in the class.

**Case Study discussion:** A case may be studied keeping in mind the following:

a problem definition statement, which identifies the key issues facing management (not more than a few lines);

the objectives

alternative plan of action

an analysis section which synthesizes and integrates the answers to the key questions for the case, but does not repeat the facts themselves, and presents logical arguments in defense of both the problem definition and the recommended solution; a set of detailed recommendations and suggestions for their implementation, including how to overcome any potential issues of implementation identified by the analysis

#### **Learning outcomes:**

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| <p>By the end of the course, the students should be able to:</p> <ul style="list-style-type: none"> <li>▪ Understand Core HRM Functions</li> <li>▪ Develop and Implement HR Strategies</li> <li>▪ Enhance Employee Performance and Development</li> <li>▪ Evaluate HR's Role in Organizational Change</li> <li>▪ Integrate HRM with Organizational Strategy</li> </ul>  |
| <p><b>Pedagogical approach</b></p> <ul style="list-style-type: none"> <li>▪ Interactive Lectures</li> <li>▪ Case discussions and presentations</li> <li>▪ News crunching</li> </ul>   |
| <p><b>Materials:</b><br/>Textbook</p> <ul style="list-style-type: none"> <li>• <b>"Human Resource Management"</b> by Gary Dessler</li> <li>• <b>"Human Resource Management: Gaining a Competitive Advantage"</b> by Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, and Patrick M. Wright</li> <li>• <b>"Managing Human Resources"</b> by Scott Snell, Shad Morris, and George W. Bohlander</li> <li>• <b>"Fundamentals of Human Resource Management"</b> by David A. DeCenzo, Stephen P. Robbins and Susan L. Verhulst</li> </ul> |
| <p><b>Additional information (if any):</b> None</p>   |
| <p><b>Student responsibilities:</b> Attendance, timeline adherence for assignments, come prepared with readings / cases according to the session plan and as and when provided</p>  |

**Prepared by:** Dr. Moumita Acharyya

**Course Reviewers:**

1. Dr. Sanyukta Jolly, Associate Professor, IILM
2. Dr. Sushma Muralie, Associate Professor, NDIM