

# UNDERGRADUATE PROGRAMME IN BACHELOR OF MANAGEMENT STUDIES

## PAPER No. 5

### HUMAN RESOURCE MANAGEMENT

**Learning Objective:** The objective of this course is to help the students to develop an understanding of the concept & techniques of essential functions of human resource management.

**Course Contents:**

**Unit I**

**Lectures: 10**

Human Resource Management: Concept, Functions, roles, skills & competencies, HRD-definition, goals and challenges. The changing environment of HRM – globalization, cultural environment, technological advances, workforce diversity, corporate downsizing, changing skill requirement, HRM support for improvement programs Work life balance, HR role in strategy formulation & gaining competitive advantage, balanced scorecard

**Unit II**

**Lectures: 15**

Human Resource Planning: Process, Forecasting demand & supply, Skill inventories Human Resource Information System (HRIS) succession planning, Job analysis – Uses, methods, Job description & Job specifications. HR accounting and Human Resource Development (HRD) audit concept. Recruitment, Selection & Orientation: internal & external sources, e- recruitment, advantages & disadvantages of internal & external recruitment, selection process, orientation process, international staffing- geocentric, ethnocentric, polycentric approaches

**Unit III**

**Lectures: 14**

Training: Concept, Needs, Systematic approach to training, Methods of training. Management development: Concept & Methods. Performance management system: concept, uses of performance appraisal, performance management methods, factors that distort appraisal, appraisal interview .Career planning: career anchors, career life stages, career planning.

**Unit IV**

**Lectures: 8**

Compensation: Steps of determining compensation, job evaluation, components of pay structure, factors influencing compensation levels, wage differentials & incentives, profit sharing, gain sharing, employees' stock option plans. Brief introduction of social security, health, retirement & other benefits.

**Unit V**

**Lectures: 9**

Industrial Relations: Introduction to Industrial Relations, Trade unions role, types, functions, problems, industrial dispute- concept, causes & machinery for settlement of disputes- grievance, concepts, causes & grievance redressal machinery, discipline-concept, aspect of discipline & disciplinary procedure, Collective bargaining- concept, types, process, problems, essentials of effective collective bargaining . Contemporary issues: Quality circles, Labour and International Labour Organization (ILO), World Trade Organization (WTO). Reports of the National Labour Commissions.

**Text Books:**

1. De Cenzo, D.A. & Robbins ,S.P. (2006). *Fundamentals of Human Resource Management* (10th ed.). New York: John Wiley & Sons
2. Dessler, G. (2008). *Human Resource Management* (9th ed.). New Delhi: Pearson.

**References:**

1. Monappa & Saiyaddin. (2000). *Personnel Management*. New Delhi: Tata McGraw Hill
2. Rao, V.S.P (2007). *Human Resource Management- Text and Cases* (2nd ed.). New Delhi: Excel Books.