



Calcutta Business School

Course Name and Subject Code: Human Resource Management (HRM: DM 21405)

Academic Year: (2020-22)

Term –III

3 credits

COURSE INSTRUCTORS:Dr. Shuvendu Majumder

DURATION: 20 sessions of 90 minutes each (16 classroom sessions & rest 4 for workshop, presentation and case analysis)

Outline of the Course: Today the role of HR is really challenging in planning and driving strategic growth. A latest report by KPMG reveals out of the surveyed 1200 global HR executives that business leaders are looking forward to confident HR managers for harnessing the resources from insights to redefine obsolete models and implement strategies with the assistance of technologies such as HR analytics, digital labor, AI, Knowledge Management etc. towards innovation for all round success.

Without a doubt, a large veil of uncertainty does prevail in the minds of HR leaders across the globe in the backdrop of an inevitable and relentless change. These changes are also bringing about a huge transformation in the role of HR. Traditionally, Human Resource Management, according to Edwin Flippo, is defined as the process of collaborating a number of functions such as planning, organizing, directing, controlling of man power with the activities of procurement, development, compensation, integration, maintenance and separation of employees so that individual, organizational as well as social objectives can be fulfilled. The National Institute of Personal Management (NIPM) of India has defined human resources is that part of management which is concerned with people at work and their relationship within an enterprise. Its aim is to bring together and develop into an effective organization for the wellbeing of the individuals and all stakeholders to enable them to contribute towards success. It is certain that the success of an organization depends on its people at large. In this context Michael Porter argues in Competitive Advantage that Human resource management can support a firm to achieve competitive advantage. Today HR is profoundly involved in the execution of strategy in the form of downsizing and corporate restructuring through several policies like performance linked pay plans, reducing manpower liabilities, retraining and retaining employees.

Going back to the roots of evolution of Personnel management, Robert Owen, creator and originator for introducing reforms for workers, identified the importance of better working conditions at workplace and its impact on the productivity and efficiency of the workers. This means how they are acquired, developed, motivated and retained in the organization for

the organizational success. This implies that human resource functions should be perfectly aligned with the overall business functions of an organization.

The course aims to orient the students with the forecasting and positioning of the human resources. Moreover, it will be supportive to the students in intensifying the significance of employee skills and competencies and how these resources can be advantageous in constructing the competitive position of the firm within the industry.

COURSE OBJECTIVES:

The course aims to attain the following objectives:

1. The concept and meaning of Human Resource Management (HRM).
2. The functional domains under HRM including acquisition, development and retention of manpower and the inter-relationship among these three functions.
3. The numerous activities related to acquisition of such as human resource planning, recruitment & selection, job analysis & re-design plan.
4. The multipurpose activities involved in development of human resources i.e. training & development, orientation, career development & succession planning
5. The various policies involved in employee retention plans– rewards, performance and compensation management etc.
6. To deliver the fundamental concept of industrial relations including trade unionism and its recent trend employee relation & welfare.
7. To generate an awareness on the recent trends in HR practices globally in the changing pattern of knowledge driven economy.
7. To create an environment for the students to adopt the above mentioned functions of HRM by providing real-world exposure through workshops & industry focused assignment.

COURSE OUTCOMES

After successfully completing this course, students will be able to:

1. Identify the issues related to any form of strategic changes.
2. Develop the actual inventory of knowledge & skills essentially required to resolve the actual HRD issues.
3. Find out the relevant HR needs of an organization based on category of industry.
4. Conduct job analysis along with job description and specification in detail.
5. Structure the procedures and practices applicable for recruitment and selection of employees.
6. Assess the needs for training and subsequently design a successful orientation and training program for different categories of employees.
7. Discuss the concept of industrial relations and workplace health, safety & welfare programs.

8. Develop an outline of the latest practice of HR information systems and its implementation through available tools and techniques.
9. Explore the practice of other dimensions such as Reward Management, Development Programme, Incentive Plan, Innovation, Performance Management etc.

MAIN TEXTBOOK

Dessler, G. & Varkkey, B. (2016). Human resource management: Pearson Education.

Reference BOOK

- *Flippo, E. B. (1984). Personnel Management. McGraw-Hill International Edition.*
- *Das, P. (2010). Strategic Human Resource Management. Cengage Learning.*
- *Rao, V.S.P. (2011). Human Resource Management, Excel.*
- *Pattanayak, B. (2010). Human Resource Management. PHI.*

Supplementary readings:

- 1) *Cascio, W. F. & Nambudiri, R. (2010). Managing Human Resources. Tata McGraw-Hill Education.*
- 2) *Mello, A.J. (2011). Strategic Management of Human Resources. Cengage Learning.*
- 3) *Ratnam, C.S.V. (2010). Industrial Relations. OXFORD*

Pedagogy:

The course contents will be delivered primarily through classroom teaching, use of multi-media, analysis of cases, roleplays of real-life organizational situations, workshops etc.

COMPONENTS OF EVALUATION:

Sl. No	Particulars	Percentage
1	Term Paper & Presentation	20
2	Class Participation & Attendance	10
4	Assignment (individual)	10
5	Case Study	20
6	End Term	40
Total		100

Teaching and Learning Strategy
TERM III – 2020 - 21

S.n	SESSION	TOPICS COVERED	Hours	Resources/Assignment
1.	Introduction (1)	Meaning and Origin of HRM; Evolution of HRM; HR as a strategic function; Strategic role of HR in building competitive advantage.	1.5	CHAPTER I & II (ARMSTRONG) Mello, A.J. (2011). Strategic Management of Human Resources. Cengage Learning. [Chaptet: IV] Das, P. (2010). Strategic human resource management. Cengage Learning [Chaptet: I, III, IV]
2.	Concept of SHRM (2)	Need for HR Strategy; Developing a human resource strategy.	1.5	CHAPTER VI & VII (Reference Book)
3.	Manpower Planning Planning- Job Forecasting (3+4)	Human Resource Planning; Career and Succession Planning.	1.5 + 1.5	CHAPTER V (TEXTBOOK)
4.	Job Analysis, design & Evaluation (5+6)	Significance of job design; factors; approaches; Job evaluation process.	1.5+1. 5	CHAPTER IV (TEXTBOOK)
5.	Manpower Acquisition: Recruitment & Selection (7&8)	Nature of recruitment; process and factors influencing recruitment; Selection process; selection as source of competitive advantage.	1.5+1. 5	Rao, V.S.P. (2011). Human Resource Management. Excel [CHAPTER VI, VII, & VIII]
6.	Training, Development , Orientation of Human Resources (9&10)	Benefits of Training & Development; Diff between training & Development; Steps in training & Development Cycle; Types of Training; Training Evaluation; Training Strategy.	1.5 + 1.5	CHAPTER VIII (TEXT BOOK) Pattanayak, B. (2010). Humanm Resource Management. PHI. [CHAPTER VI]
7.	Performance & Compensation Management (11&12)	Performance appraisal; appraisal process; potential appraisal; feedback and performance counseling;	1.5 +1.5	CHAPTER IX & X (TEXT BOOK) Pattanayak, B. (2010). Humanm Resource Management. PHI. [CHAPTER VIII & IX]

		Career Planning; reward management.		
8.	Industrial Relations, Trade Unions & Employee Welfare (14+15)	Nature & Importance of IR , Approaches to IR; Trade Unions in India; Statutory Provisions under Health, Welfare & Safety policies across industries.	1.5+1.5 +1.5	CHAPTER 19 (TEXTBOOK) Ratnam, C.S.V. (2010). Industrial Relations. OXFORD [CHAPTER V, VI, & VII] Rao, V.S.P. (2011). Human Resource Management. Excel [CHAPTER 18, 19 & 20]
9.	Global Trends in Managing HR (16)	HRIS & Analytics; HR Audit & Accounting; HR focus in Knowledge Management.	1.5	CHAPTER 17 (TEXTBOOK) Pattanayak, B. (2010). Humanm Resource Management. PHI. [CHAPTER XX]
10	Case Studies, Assignment & Presentation	Workshop; Case Analysis & Presentation.	6 hours	