

SVKM's Narsee Monjee College of Commerce & Economics
(Autonomous)
Dept of Commerce

Program: BCOM				Semester : VI	
Course : HUMAN RESOURCE MANAGEMENT Academic Year: 2023-2024 Batch : 2021-24				Code: NMUBCOM619	
Teaching Scheme				Evaluation Scheme	
Lectures	Practicals	Tutorials	Credits	Internal Continuous Assessment (ICA) (weightage)	Term End Examinations (TEE) (weightage)
45	Nil	Nil	03		
Internal Component					
Class Test			Projects / Assignments	Class Participation	
Learning Objectives :					
1. To introduce learners to the concepts of Human Resource Management.					
2. To familiarize learners with the different techniques for acquisition of Human Resources.					
3. To acquaint learners with the methods of developing and managing the performance of Human Resources.					
4. To create awareness amongst learners about the efforts taken for maintaining & integrating Human Resources at workplace.					
5. To explore the emerging horizons of Human Resource management in wake of changes in Business environment.					

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Learning Outcomes : After completion of the course, students would be able to:

1. Appreciate the role of Human Resource management as an important area of Business Management.
2. Plan out the HR requirements of an organization
3. Prepare a Job Description & Job Specification for Acquisition of Human Resources
4. Design Jobs scientifically
5. Prepare a Recruitment & Selection procedure for a post
6. Critically evaluate the techniques of developing HR such as Training, executive development and Career Development
7. Comprehend the Succession Planning activities of corporates
8. Correlate between Industrial relations and Collective bargaining
9. Appreciate the concept of Quality of Working Life
10. Critically evaluate the challenges in HRM

Pedagogy:

1. Flipped classroom to enhance learner participation & activity.
2. Use of Caselets to encourage students to apply theoretical concepts to various business situations.
3. Discussion on latest news articles on HRM activities of corporates
4. Group activities to enable students to apply their theoretical knowledge in the business environment (in case of offline mode)
5. Role plays to combine creativity with concept comprehension and make learning interesting (offline mode)
6. Individual Assignments / Projects such as Surveys/ Interviews & analysis of data collected to enable effective self-learning.

Detailed Syllabus: (per session plan)

Session Outline for Human Resource Management

Each lecture session would be of one hour duration (45 sessions)

Module	Module Content	Module Wise Pedagogy Used	Module Wise Duration	Reference Books
I	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT: Nature & Scope of HRM - Concept of HRM, Characteristics, Systems approach to HRM, Importance, Functions- Managerial & Operative.	Classroom sessions Caselets Class	12	Human Resource Management- C.B.Gupta

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	<p>Organising the HR Function- Organisation of HR Department, Responsibilities of Line and Role of Staff.</p> <p>Strategic HRM – Concept, Role in Strategy Formulation & Strategy Implementation</p> <p>HUMAN RESOURCE PLANNING: Human Resource Planning (HRP)- Meaning, Process. Job Analysis- Concept, Significance, Components. Job Design- Concept, Methods of Job Design, Recent trends in Job Redesign Recruitment- Meaning, Sources of Recruitment Selection-Meaning, Steps in Selection Process, Selection testing- Types, Selection Interviewing- Types. Competency mapping</p>	Activity		<p>Human Resource Management, Aswathappa. K</p> <p>Modern Human Resource Management (Text & Cases)- Dr. Ram Kumar Balyan, Suman Balyan</p>
II	<p>HUMAN RESOURCE DEVELOPMENT: Employee Training- Concept & Importance, Types of Training Programmes, Methods & Techniques of Training. Executive Development –Concept, Objectives, Methods & Techniques. Career Planning & Manpower Planning, Career Planning & Succession Planning, Process of Career Planning. Career Development- Activities. Human Resource Development- Concept, Mechanism / Sub-systems. Employee Counselling- Need, Functions, Forms. Mentoring & Reverse Mentoring.</p> <p>PERFORMANCE APPRAISAL: Performance Appraisal- Concept, Elements, Uses, Limitations, Traditional and Modern Methods, Appraisal of Potential, Differences between Performance & Potential Appraisal</p>	<p>Classroom sessions</p> <p>Caselets</p> <p>Review of Research articles</p>	11	<p>Personnel & Human Resource Management Text & Cases- P Subba Rao</p> <p>Human Resource Management Dessler, G. and Varkkey, B.</p> <p>Human Resource Management- Biswajeet Pattanayak</p>

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III	<p>MAINTAINING HUMAN RESOURCES: Job Changes- Transfers- Types, Promotions- Bases, Employee Separation- Types, Exit Interview Absenteeism- Concept, Effects, Control. Labour Turnover/ Attrition- Causes, Effects Grievance- Concept, Understanding Employee Grievances, Machinery for Redressal of Grievance & Model Grievance Procedure</p> <p>INDUSTRIAL & HUMAN RELATIONS: Industrial Relations- Concept, Approaches, Measures to improve Industrial Relations Collective Bargaining- Concept- Forms of Collective Bargaining, Process, Conditions for successful Collective Bargaining Job Satisfaction – Concept & Determinants Human Relations- Concept, Techniques Quality of Working Life (QWL)- Concept, Dimensions of QWL, Techniques for improving QWL</p>	<p>Classroom sessions</p> <p>Survey / Research activity</p> <p>Caselets</p>	11	
IV	<p>HUMAN RESOURCE ACCOUNTING & AUDITING Human Resource Records- Types, Human Resource Audit- Process, Human Resource Accounting & Costs- Approaches to control HR Costs HRIS- Concept, Need, Sub-systems</p> <p>EMERGING HORIZONS IN HRM Knowledge management-Critical importance of KM in organisations- Knowledge Management Process International HRM- Concept, Model of IHRM (Morgan), International Recruitment- Approaches, International Selection</p>	<p>Case study</p> <p>Video cases</p> <p>News articles</p> <p>Exploring Research articles</p> <p>Survey study</p> <p>Class Activity</p>	11	

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	Challenges before HR manager in changing Business Environment- Workforce Diversity / Gender Diversity, Downsizing, Work from Home & Work-life balance, Job Stress- Coping with Burnout, Concept of Rustout, Ethical issues in HRM-Sexual Harassment at workplace, Millennials & Post-millennials at workplace			
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Reference Books:

Title	Author(s)	Publisher
Human Resource Management	C.B.Gupta	Sultan Chand & Sons Publishers
Human Resource Management	Aswathappa K.	Tata McGraw,Hill, New Delhi.
Human Resource Management	Biswajeet Pattanayak	PHI learning house
Modern Human Resource Management (Text & Cases)	Dr. Ram Kumar Balyan, Suman Balyan	Himalaya Publishing House
Cases in Human Resource Management	Dr. Nageshwar Rao, Dr. R.P. Das	Himalaya Publishing House
Emerging issues in HRM: An Indian perspective	Mirza S. Saiyadain, Tripti Desai	Excel books
Personnel & Human Resource Management Text & Cases	P Subba Rao	Himalaya Publishing House
Fundamentals of HRM, Content, Competencies & Applications	Dessler, Varkkey	Prentice Hall
Human Resource Management- Gaining a Competitive advantage	Noe, Hollenbeck, Gerhart, Wright	Tata McGraw Hill Publishing House
Human Resource Management	Bernardin, John H	Tata McGraw Hill, New Delhi 2004.
Career Theory Handbook,	Arthur M,	Prentice Hall Inc, Englewood Cliff.

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Human Resource Valuation: A Guide to Strategies and Techniques	Belkaoui, A.R. and Belkaoui ,JM	Quarum Books, Greenwood, 1995.
Total Quality and Human Resources: An Executive Guide	Dale, B	Blackwell, Oxford.
Career Management	Greenhaus, J.H	Dryden, New York.
Strategic Human Resource Management	Mabey, C and Salama, G	Blackwell, Oxford.
Cases in Human Resource Management	M.N. Rudrabasavaraj	Himalaya Publishing House–New Delhi, 1998
Fundamentals of Human Resource Management	Decenzo, D.A. and Robbins, S. P.	Wiley, India.
Human Resource Management	Chhabra, T.N.	Dhanpat Rai & Co., Delhi.
A Strategic Approach to Human Resource Management	Sadri.J, Sadri.S, Nayak.N	JAICO Publishing House.
Personnel Management and Industrial Relations.	Davar, R. S.	Vikas Publication, Noida.
Organisational Behaviour	Robbins, Stephen P.	Pearsons Education, New Delhi

