

SEMESTER VI (Human Resource)

0201086: STRATEGIC HUMAN RESOURCE MANAGEMENT

Full Marks: 100

Introduction to Strategic Management

Marks: 12

Introduction; Strategy: Hierarchy of Strategy, Corporate Level Strategy, Business Level Strategy, Functional Level Strategy; Strategic Management: Model, Benefits; Strategic HRM: Emergence of Strategic Human Resource Management (SHRM), The Evolutionary Stages; Difference Between Traditional HR and Strategic HR

Strategic Human Resource Management

Marks: 14

Introduction; Trends in Strategic Human Resource Management; HR Practitioners Role; Human Resource as Competitive Advantage; Aims; Approaches; Formulation of HR Strategies: The Classical Sequential Approach, The Empirical Need-based Approach; Achieving Strategic Fit: Problems in Achieving Strategic Fit; Benefits; Barriers

Human Resource Strategies

Marks: 14

Introduction; HR Strategies Defined; Types: Overarching Strategies, Specific HR Strategies; Criteria for an Effective HR Strategy; Developing: A Methodology for Formulating HR Strategies; Setting Out the Strategy; Conducting a Strategic Review; Implementing; Barriers to the Implementation of HR Strategies: Overcoming the Barriers

Roles in Strategic Human Resource Management

Marks: 12

The Strategic Role of Top Management; The Strategic Role of Front-line Management; The Strategic Role of the HR Director; The Strategic Role of the HR Specialists: The New Mandate for HR; The Specific Strategic Roles of HR: Business Partner, The Innovation Role, The Change Manager Role, The Implementer Role

Investment Perspective of Human Resource Management and Workforce Diversity

Marks: 15

Introduction; Adopting; Valuation of Assets; Understanding and Measuring Human Capital; Factors Influencing an Organisation's Investment Orientation; Introduction to Workforce Diversity: Workforce Diversity Defined, Benefits of Managing Workforce Diversity, Managing Diverse Workforce in an Organisation; Challenges for HR Managers

Resourcing Strategy

Marks: 17

Resourcing Strategy; Objectives; The Strategic HRM Approach to Resourcing; Integrating Business and Resourcing Strategies; Bundling Resourcing Strategies and Activities; The Components of Employee Resourcing Strategy; Human Resource Planning: Definition, Link to Business Planning, Hard and Soft Human Resource Planning, Limitations, Approaches to Human Resource Planning; Resourcing Plans: Internal Resourcing, External Resourcing; Retention Strategy: Analysis of Reasons for Staying or Leaving; Flexibility Strategy; Talent Management Strategy: The Components of Talent Management Strategy

Challenges in Strategic Human Resource Management

Marks: 12

Introduction; The Challenges, Organising Talents Strategically, Leading the Talk, Control and Measure Results; Motivational Approaches: Gain-sharing, Managing Gain-sharing; Executive Information Systems: Managing EIS; HRM Strategic Challenges

Reference Books:

1. Bahaudin G. Mujtaba & Guergana Karadjova-Stoev, 2009. *Strategic Human Resource Management and Global Expansion Lessons from the Euro Disney Challenges in France*. International Business & Economics Research Journal 8(1).
2. Becker, B. E. & Huselid, M. A., 2006. *Strategic Human Resources Management: Where Do We Go From Here?* Journal of Management, 32(6).
3. Cherukulath, W. K., Raghuraman, R. N. & Kalaskar, R. S., 1999. *Information Management: An Overview on Human Resources Planning*. DRTC Workshop on Information Management.
4. Christensen, R., 2005. *Roadmap to Strategic HR: Turning a Great Idea into a Business Reality*. AMACOM.
5. Fombrun C. J., Tichy N. M. and Devanna M. A., 1984. *Strategic Human Resource Management*. John Wiley and Sons.

0201050: ENRICHMENT, TRAINING AND DEVELOPMENT

Full Marks: 100

Introduction to Training and Development

Marks: 18

Introduction; Need of Training and Development; Benefits: Benefits of Training, Benefits of Development; Benefits as a Whole: Benefits for the Organisation, Benefits for the Individual; Limitations of Training; Difference between Training and Education; Inputs for Training and Development: Relation between Knowledge and Skill

Training

Marks: 15

Definition of Training; Training Process: Training Analysis, Training Design, Implementation, Evaluation; Areas of Training; Techniques of Training

Training Evaluation

Marks: 20

Introduction; Levels of Training Evaluation Model (Donald Kirkpatrick's Model): Reaction Level, Queries in Reaction Level, Guideline, Tools, Sample Form, Pros and Cons, Learning Level, Queries at the Learning Level, Guidelines, Tools, Pretest and Posttest Design, Pros and Cons, Behaviour Level, Queries in Behaviour Level, Guideline, Tools, Survey to Measure Behaviour Application, Pros and Cons, Result Level, Component Measures in Result Level, Guideline, Tools; CIRO Model

ROI Analysis of Training Program

Marks: 17

Introduction; ROI Measurement of Training: ROI Process - Collection and Analysis of Data, Value Addition to Other Departments, ROI of Training; Calculation of ROI; Sources of Data and Data Collection Methods: Sources for Data, Data Collection Methods

Training Strategy for Organisational Growth

Marks: 14

Introduction; Levers - Strengthening Training; Creation and Implementation of Training Strategies; Need of Training Strategy

Strategy for Human Resource Development and Career Planning

Marks: 16

Introduction; Management Development; Managerial Training and Development: Managerial Development Topics; Supervisory Training and Development; Career Planning: Factors Affecting Career Choices

Reference Books:

1. Dessler G. (2005) *Human Resources Management*. Tenth Edition, Prentice- Hall of India. New Delhi
2. Dr. Ghanekar, A., (2005) *Essentials of Human Resource Management*. Everest Publishing House.
3. Dr. Ghanekar, A., (2005) *Human Resource Management*. Managing People the HRD Way. Everest Publishing House. Tata McGraw-Hill.
4. Betof, E., (2009). *Leaders and Teachers*. Astd publications.
5. Forster, E. and Thomas, D. (2010). *The MBA Reality check*. Prentice Hall Press.
6. *Human Resource Management*. (December 2001). Civil Service Branch.

0201087: RECRUITMENT SELECTION AND RETENTION

Full Marks: 100

Strategic Human Resource Planning

Marks: 17

Introduction; Strategic Planning; Strategic Human Resource Planning; Objectives; Components of HR Strategic Plan Related to Recruitment and Retention: Planning the Total Workforce, Recommended Actions, Generating the Required Human Resources, Recommended Actions, Investing in Human Resource Development and Performance, Recommended Actions

Staffing

Marks: 16

Resourcing Strategy: The Strategic HRM Approach to Resourcing, Integrating Business and Resourcing Strategies, The Components of Employee Resourcing Strategy; Staffing: Staffing Function, Staffing the Organization Strategically, Importance of Strategic Staffing (Recruitment and Selection), Need For Staffing Strategy, The Staffing Strategy, Staffing Strategy Components, Strategic Issues in Staffing

Recruitment

Marks: 25

Introduction; Recruiting Alternatives; Stages; Factors Affecting; Elements in Recruitment Process: Recruitment Policy; Difference Between Recruitment and Selection; Relationship Between Recruitment and Selection; Recruitment and Selection Objectives: Retention Strategy; Recruitment and Selection Model; Using Consultants for Recruitment; Recruitment and Selection Challenges: Temporary Versus Permanent Employees, Internal Versus External Recruiting, Internal Sources, External Sources, When and How Extensively to Recruit; Methods or Techniques of Recruitment: Assessment and Improvement of Recruiting, Advertising, Recruiting on the Internet, Outsourcing, Campus Recruiting, Recruiting Online -The Use of Technology, Online Recruitment?, Using Online Recruitment, Advantages, Disadvantages; Advertising Vacancies; Commercial Job Boards

Employee Selection Processes

Marks: 25

Employee Selection Process; Successive Hurdles Technique; Steps in the Selection Procedure: Preliminary Screening Interview, Completion of Application Blank, Reference Checking, Physical and Medical Fitness Examination; Employment Interviews: Employment Tests, Group Discussion Technique; Types of Employment Interview; Recommendations for Effective Interviewing; Telephonic Interviewing; Sample Employment Interview Questions;

Background Check: Methods of Collecting Reference Data, The Problems with Reference Checking; Scientific Selection: Placing the Right Man on the Right Job: Pseudo-Scientific Selection Practices, Importance of Scientific Selection, Individual Growth, Compelling Future, Total Pay, Positive Workplace; The Ideal Selection Procedure; Reviewing the Hiring Process; Flaws of Current Selection Practices: Job Analysis Problems, Job Descriptions Problems, Recruitment Advertisements Problems, Interviews Problems, Reference Checking Problems

Employee Retention, Recent Developments and Future Prospects

Marks: 17

Retention Strategy; Why Do People Leave Organizations: Early Leaving, Reasons for High Staff Turnover, Reasons for Low Staff Turnover; Improving Employee Retention: Flexibility Strategy, Flexible Workforce Categories, Better Retention with Effective Rewards; Reward Strategy: How to Create an Effective Total Reward Strategy, What are the Components of Total Rewards; Recent Trends and Facilities; Selection

Reference Books:

1. Hernandez, S. R., (June 22, 2009); Strategic Human Resources Management in Health Services Organisations; 3rd Edition; Delmer Cengage Learning.
2. Pritchard, C. W., (October 12, 2006); 101 Strategies for Recruiting Success: Where, When and How to Find the Right People Every Time; AMACOM. Recruitment Selection and Retention 110/ADTU OLE
3. Pynes, J. E., (January 20, 2009); Human Resources Management for Public and Nonprofit Organisation: A Strategic Approach; 3rd Edition; Jossey-Bass.
4. Wood, R., (May 15, 1998); Competency – Based Recruitment and Selection; 1st Edition; Wiley

0201339: HUMAN RESOURCE PLANNING

Full Marks: 100

Introduction to Human Resource Planning System: The Emerging Context

Marks: 10

Introduction; The Importance; Meaning and definition; Need for Planning; Types of Plans; The Process of Planning; Forecasting Techniques; Examining the External and Internal Issues; Determining Future Organisational Capabilities; Determining Future Organisational Needs; Implementing HR Programme to address Anticipated Problems; The role of HRP professionals; Barriers to HRP

Process and Functions of Human Resource Planning

Marks: 14

Introduction (The concept and process of HRP); Preliminaries to Review; Manning Standards and Utilisation; HR Information Systems; HR Inventory and Analysis; HR Supply Planning; HR Control and Audit; Management HR Planning; Application to Individual Decisions

Methods and Techniques of Demand Management

Marks: 12

Introduction; Human Resource Forecasting; Forecasting Demand for Employees; Managerial Dilemma; Issues in Demand Forecasting; Forecasting Techniques; Creation of an HR/Staffing Plan; Conclusion

Methods and Techniques for Supply Management

Marks: 12

Introduction; Human Resource Inventory; Factors Affecting Internal Levels; Employee Turnover Analysis; The Cohort Method; The Census Method; Markov Chain; Renewal Models

Contemporary Trends in Managing Demand and Supply

Marks: 14

Introduction; Emerging Organisation Structures; Transformations at the Workplace; Flexible Workplace; Building a Culture; Performance Appraisals; Staffing; Compensation and Benefits; Dealing with Relocations and Redundancies; Human Resource Measures and Audit; Trends in the Labour Supply; Trends in Labour Demand

Job Analysis

Marks: 14

Introduction; Job Analysis; Some Considerations; Method of Collecting Information; Job Analysis: Process; Steps in the Job Analysis Process; Job Description; Design of Job Description; Uses of Job Description; Job Specification

Changing Nature of Roles

Marks: 12

Introduction; Role Description; Kinds of Roles; Need for Role Descriptions; Uses of Role Descriptions; Changing Roles: Approaches; The Changing World of Work; Factors Contributing to Role Changes; Role Expectations

Human Resource Information Systems

Marks: 12

Introduction; Concepts; Need; Technology Shifts and HRIS; Effectiveness; IT supported HRIS; Designing and Implementing HRIS; HRIS as a Tool; Prerequisites for Introducing “Informating” HRIS; HRIS Leadership; Conclusion

Reference Books:

1. Reddy, S. M., 2005. *Human Resource Planning*. Discovery Publishing House.
2. Sims, H., *Human Resource Planning*. Select Knowledge Limited.
3. Stainer, Gereth, 1971. *Manpower Planning: The Management of Human Resource*. Heinemann, London.
4. Suri, G.K., 1988. *Human Resource Development and Productivity: New Perspectives*. National Productivity Council.
5. Turner, P., 2002. *HR Forecasting and Planning*. CIPD Publishing
6. Varma, A., Budhwar, P. S. & DeNisi, A. S., 2008. *Performance Management Systems: A Global Perspective*. Taylor & Francis.
7. Walker, A. J., 1993. *Handbook of human resource information systems: reshaping the human resource function with technology*. McGraw-Hill.

0201340: HUMAN RESOURCE DEVELOPMENT

Full Marks: 100

The Process and System of Human Resource Development

Marks: 12

Introduction; Value-anchored HRD Processes: The Individual Employee, The Role, The Dyad, Teams, Inter-teams, The Organisation; HRD Systems and Sub-systems: Performance Management System, Career System, Reinforcement System, Development System, Culture System, Strong Corporate Identity, Developing Important Values, Building Healthy Traditions and Practices, Communication, Self-renewal System; Changing Boundaries of HRD

Competency Mapping

Marks: 8

Introduction - The Need for Competency Mapping; Competency; History of Competencies; People who Identify Competencies; Methodology Used; Steps Involved in Competency Mapping; Language Used; People who Carry Out Competency Mapping; Noteworthy Points on how to carry out Competency Mapping

Human Resource Development for Workers

Marks: 12

Introduction; Emerging Public Sector, Technological Change, Changing Profile of Working Class; HRD for Workers; Managing Generations of Workers; Empowerment: Barriers to Empowerment, Workers' Participation in Management (WPM), Total Quality Management (TQM); Cross-functional Teams: Why and When Cross-functional Teams?, Building and Managing Cross-Functional Teams; Reorganisation of Work: 'No-No' in Reorganisation of Work; Training; Counseling; Role of Trade Unions: Initiation of HRD; Operationalising HRD for Workers

Reward System

Marks: 12

Introduction; The Objectives of Compensation-cum-Reward System; Compensation System: Variable Component in Compensation; Psychological Basis for Rewards; Designing Reward System; Whom to Reward?: Individual Employees, Teams, The Organisation, Outsiders; What to Reward?: Performance, Organisational Level, Unit/ Department Level, Speed and Efficiency, Loyalty, Innovation, Upholding Values; How to Reward?; The Process of Evaluation: Empowerment, Recognition, Career Growth, Development, Celebrating and Fun; About Punishment

Performance Management System

Marks: 14

Introduction; Performance Management; The Performance and Profit; Systems Theory and Human Performance; Historical Perspective of Behaviourism in Business and Industry; Behaviour, Performance and Management: What is Behaviour?; Personality, Behaviour and Performance; Motivation, Behaviour and Performance; Seeking High-Impact Areas for Improvement; Analysing Human Performance; The Basics of Behaviour and Performance; Major Methods and Movements to Increase Organisational Performance; Performance Management- A Global Viewpoint: Peter E. Drucker, ICIMS News, Total Performance Score Card TPS, The TPS Concept, Galileo Galilei; From Performance Appraisal to Performance Management: Recent Developments: How are Performance Management Systems Different from Appraisal Systems?, When can we say that the System is working well?; Performance Management: From Systems

Professionalisation of Human Resource Development

Marks: 15

Introduction; What is a Profession?; Profession and Occupation; Characteristics of Profession; HRD Profession and Professionalism in India: Knowledge Base of HRD in India, Requirements to Called an HRD Professional, Education and Training Facilities for HRD in India, Legal Acknowledgment and Standards of HRD Profession, Services offered by the Profession and their Accessibility elsewhere, Sense of Identity and belongingness in the Profession (HRD Community), Code of Conduct and Ethics, Public Acceptance and Well Defined Member Roles; Research in HRD; Professional Bodies; Has Indian HRD Attained the Status of a Profession?

Career System

Marks: 15

Introduction; A Career Development Perspective; Career Transitions and Choices: Why is Career Development Important for the Organisation of the Future?; Cognitive Age: A Conceptual Explanation; Job Transitions and Career Concerns; What People want in their Careers?: Career Anchors; Different Career Paths; Career Problems: Career Problems of the Young Manager or Professional, Underutilisation of Potential, Insufficient Performance Evaluation and Feedback, Political Aspects of Organisations, Feeling of Dependence, Loyalty Issues and Ethical Dilemmas, Plateauing and Obsolescence; Individual strategies for Career Development; Organisational Strategies for Career Development: Improve Manpower Planning and Forecasting Systems, Improve Dissemination of Career Option Information, Initial Career Counseling in Connection with Performance Appraisal, Support of Education and Training Activities for All Levels of Employees, Job Posting, Special Assignments and Job Rotation, Career Development Workshops, Sabbaticals, Flexible Working Hours, and other Off-work Activities, Flexible Reward and Promotional Systems, Development of Assessment Centers; Making Decisions; Self Assessment: Your Achievements, Your Skills and Abilities, Your Personal Values, Your Interests, Disabilities, Personal and Family Circumstances; More on Skills: Information Management Skills, Design and Planning Skills, Research and Investigation Skills, Communication Skills, Human Relations and Interpersonal Skills, Critical Thinking Skills, Management and Administration Skills, Personal/Career Development Skills, General Skills

Introduction; Contextual Factors; Basic Objectives of HRD in Government Systems; Role set of Government System; HRD Developments in Government Systems; Current systems of HRD in: Training, Job Rotation, Data Bank, Selection, Manpower Forecasting; A new approach to an Integrated HRD system in Government Administration: Activity Analysis/Task Analysis/Role Analysis, Identification of Critical Attributes, Performance Appraisal, Potential Development, Training, Organisation Development

Reference Books:

1. Gupta, S., 2008. *Human Resource Development: Concepts and Practices*, 2nd ed., Deep and Deep Publications.
2. Pareek, U., 2006. *Designing and Managing Human Resource Systems*, 3rd ed., Oxford and IBH Publishing.
3. Patton, W. & McMahon, M., 2006. *Career Development and Systems Theory: Connecting Theory and Practice*, Sense Publishers.
4. Prasad, K., 2012. *Strategic Human Resource Development: Concepts and Practices*, PHI Learning Pvt. Ltd.
5. Rao, T. V., 2004. *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*, SAGE.