

Programme : Master of Commerce [M.Com]
 Course Code : COM-523
 Course Title : Human Resource Management
 Number of Credits : 4
 Effective from AY : 2022 – 2023

Pre-requisites for the Course:

NIL

Objectives of the Course:

1. To study the basic concepts of Human Resource Management (HRM).
2. To assess what Human Resource Management is and how it relates to the Management process.
3. To learn the overview of functions of HRM and apply them in practical situations.
4. To assess how the significant roles of HR Management are being transformed.

Course Content

Unit 1 Introduction to E-HRM and International HRM 15 Hours

Introduction to E-HRM – Impact of technology on HRM – Define E-HRM, Scope of E-HRM [Read Research Papers], Objectives of E-HRM, Types of E-HRM, is E-HRM Boon or Bane? – Advantages and Disadvantages. E-HR Activities-e-Recruitment, e-Selection, e-Performance Management, e-Learning-Advantages, and Disadvantages.

Global Challenges in HRM- International HR Challenges. The environment of HRM – Internal and External forces affecting the HR function, International HRM vs. Domestic HRM.

Unit 2 Introduction to Strategic and Green HRM 15 Hours

Strategic Human Resource Management and HR Scorecard: Define SHRM, SHRM Model, SHRM Process, Strategic Human Resource trends, linking people, strategy and performance HR – Strategic Partner, creating an HR scorecard, Measuring HR alignment.

Green HRM- Define, Objective, Importance, Need for Green HRM, Green HRM processes: green recruitment, selection, training, green performance appraisal, motivation, and employee engagement in green HRM. Green Initiatives for HR, Advantages and Disadvantages-Green HRM in Indian context and future sustainable HRM.

Unit 3 Training, Development, and Performance Management 15 Hours

Training and Development- Training and Development Process, Methods of Employee Training, On the job-Coaching, mentoring, Job Rotation and Job Instruction Technique (JIT), Off Job-Sensitivity training, Transactional Analysis, Straight lectures, and simulation exercises. **Executive Development**-Methods of Executive Development, Evaluating the Training Efforts. **Performance Management** – Components of Performance Management, Performance Appraisal Methods – Traditional and Modern, Potential Appraisal, steps in Good Potential Appraisal System.

Unit 4 HR Analytics 15 Hours

Human Resource Analytics (HR Analytics) – Why HR Analytics – How does HR Analytics works – Pros and Cons of HR Analytics – Applications of HR Analytics [Measuring Performance / Informing Promotion and Salary Decisions / Understanding Attrition and Increasing Retention / Examining Employee Engagement / Measuring Employee Development, Course Outcomes and Group Development]

Difference between HR Analytics and HR Metrics – Key HR Analytics Matrices [Revenue per employee / Training efficiency / Involuntary turnover rate / Time to hire / Absenteeism / Offer acceptance rate / Training expenses per employee / Voluntary turnover rate / Time to fill / Human capital risk] - **Metrics, Workforce Trends, and the Employee**- Define Metrics, Key considerations for choosing what to Measure-Components of good metrics, HR

Metrics checklist, why metrics is vital in the total rewards system, HR agility, Employee lifecycle. Types of HR Metrics-Staffing, Training and development, performance, and others. **HR Charts and Dashboard**, Predictive Analysis (*Using MS Excel*).

Pedagogy:

The following methods and forms of study are used in the course
Lectures, Case Studies, and Self-study (doing home assignments based on the reading of research papers on various aspects of HRM)
Self-study on reading research papers and Reference books in Human Resource Management area to understand the importance of Human Resource Planning concepts, especially on understanding recruitment and selection, training and development of employees, performance management, and appraisal decision as Human Resource Executive.

Reference / Readings:

1. Aswathapa, K. *Human Resource Management*, Tata McGraw Hill, 5th edition.
2. Bernadin, *Human Resource Management*, Tata McGraw Hill, 8th edition.
3. Decenzo and Robbins, *Human Resource Management*, Wiley, 8th edition.
4. Dessler, Varkkey, *Human Resource Management*, Pearson Education Limited, 16th edition.
5. Dipak Kumar Bhattacharyya, *Human Resource Management*, Excel Books, 1st January 2006.
6. Ehnert I, Harry W and Zink K J, *Sustainability and human resource management: Developing sustainable business organizations*, Springer Science and Business Media, 2014th edition.
7. Ivancevich, JM, *Human Resource Management*, Tata McGraw Hill, 12th edition.
8. MadhurimaLall and SakinaQasim Zaidi, *Human Resource Management*, Excel Books, PHI Learning, 1st edition, 16th December 2012.
9. Mariappanadar S, *Sustainable Human Resource Management: Strategies, Practices and Challenges*, Macmillan International Higher Education, 22nd January 2019.
10. Uday Kumar Haldar, Juthika Sarkar. *Human Resource management*. Oxford, 7th May 2012.

Online Resources:

1. <https://www.pdfdrive.com/encyclopedia-of-human-resources-information-systems-challenges-in-e-hrm-e161036079.html>
2. <https://www.pdfdrive.com/implement-e-hrm-successfully-d39707501.html>
3. <https://www.pdfdrive.com/strategic-human-resource-management-e15459785.html>
4. <https://www.pdfdrive.com/a-handbook-of-human-resource-management-practice-e24209359.html>
5. <https://www.pdfdrive.com/human-resources-management-and-training-e4295910.html>
6. <https://www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-essential-components-of-a-successful-l-and-d-strategy>
7. <http://www.benefitsandcompensationresources.com/how-well-do-you-know-if-your-total-rewards-Programme-is-working>
8. <https://www.valamis.com/hub/hr-analytics>
9. <https://www.michiganstateuniversityonline.com/resources/business-analytics/applications-of-data-analytics-in-people-management/>
10. <https://www.forbes.com/sites/forbestechcouncil/2020/05/19/using-data-analytics-to-improve-your-hr-management/?sh=37e8a3e12bcb>
11. <https://www.toolbox.com/hr/hr-analytics/articles/what-is-hr-analytics/>