Course Information

Course Code and title	HR 504, Managing People in Service Firms
Credits	1.5
Term and Year	Trimester V, 2018-19
Course Pre-requisite(s)	Basic Understanding of HRM Functions
Course Requirement(s)	Basic Understanding of Service Firms, Services and Processes
Course Schedule (day and time of class)	As notified in Time Table
Classroom # (Location)	Classroom No. 204 / As notified by PMC
Course Instructor	Prof. Tanushree Sharma
Course Instructor Email	tssharma811@gmail.com
Course Instructor Phone (Office)	+91-8958149989
Student Consultation Hours	Saturday, before & after regular sessions
Office Location	As notified by PMC

1. Course Overview
Managing people is one of the major business functions of organization involves critical decisions and practices that directly and indirectly affect or influence the people, who work in the organization. Employees enable organization to achieve its goals and therefore the management of these human resources is important to an organization's success. HR being the key business partner in today's contemporary organizations, it has gained great importance due to a shift in the business environment. In order to meet the need of hour of business-savvy professionals, the proposed course of Managing People in Service Firms is designed to facilitate the students about the concepts, techniques, and practices in the HR domain in service firms. The aim of the course is to establish understanding of the concept related to people aspects and to apply them in complex business environment. This course will help the students by introducing them to an identifiable set of activities which affect and influence people who work in service firms.

2. Course Learning Outcomes (CLOs)
After undergoing this course, students will be able to:
1. Comprehend the roles and challenges of managing people in the service organizations. (K)
2. Understand formulation and implementation of HR strategies for service firms. (K)
3. Examine integration of HR functions for decision making in service firms. (S)
4. Assess the ethical issues in HR service delivery. (A)

3. Mapping of CLOs with Prog. Learning Outcomes (PLOs) & Graduate Attributes (GAs)

	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5	PLO 6	PLO-7	PLO-8
CLO 1	x	x						
CLO 2		x	x		x			
CLO 3		x			x	x		
CLO 4						x	x	

	GA 1	GA 2	GA 3	GA 4	GA 5	GA 6	GA 7	GA 8
CLO 1		x	x					
CLO 2		x	x			x		
CLO 3		x	x			x		
CLO 4	x			x			x	

4. Prescribed Text (Course Material will be provided by Instructor)

Cases, Research Papers & Readings

5. Session Plan

Session	Topic	Session Learning Outcome	CLO	Reading (R) / Reference	Pedagogy
1.	Introduction to Managing People in Service Firms	Understand Services perspectives for managing people	1	R 1: The Service Organization- Human Resource Management is Crucial	Discussion
2	Role & Significance of People Management in Service Firms	Comprehend the roles and challenges of managing people in the service organization	1	R 2: HRM Practices in Service Based Organizations- A Role Theory Perspective R 3: Effective Human Resource Management: Key to Excellence in Service Organization	Discussion
3.	Best People Management Practices in Service Firms	Orient with people management practices at service firms	1	R4: Managing Human Resources for Service Excellence and Cost Effectiveness at Singapore Airlines R5: Human Resources, Service Quality and Performance: A Case Study Case 1: FedEx	Discussion
4.	People Strategy in Service Firms for Competitive Advantage	Understand concepts relating to formulation and implementation of HR strategies for service firms	2	R 6: Human Resource Strategy (SHRM Guide) R 7: Managing People for Service Advantage R 8: HR Strategy & Competitive Advantage	Discussion
5.	Aligning People Strategies with Business Environment	Examine integration of HR functions for decision making in service firms	3	Case 2: Alliance Energy	Discussion

6.	Engaging People in Service Firms	Understand concepts relating to formulation and implementation of HR strategies for service firms	2	R 9: What Engages Employees the most or The Ten C's of Employee Engagement R 10: SHRM Foundation Executive Briefing- Developing and Engagement Strategy	Discussion
7.	Policies to Engage Employees in a Service Oriented Company	Examine integration of HR functions for decision making in service firms. (LO-3)	1	R 11: Employees First, Customers Second Case 3: Starbucks	
8.	Competencies for HR Professionals in Service Firms	Comprehend the roles and challenges of managing people in the service organization.	1	R 12: Dave Ulrich: What's next for HR? The six competencies HR needs for today's challenges R 13: HR Competencies- Rising to meet the business Challenge	
9.	Competency Mapping in Service Firms	Understand concepts relating to formulation and implementation of HR strategies for service firms	3	Experiential Exercise	Exercise
10.	Leveraging Technology for Effective People Management	Understand concepts relating to formulation and implementation of HR strategies for service firms	2	Instructor Resource	Guest Session
11.	People Practice Measurement	Understand concepts relating to formulation and implementation of HR strategies for service firms	2	Instructor Resource	Discussion
12.	Sector Specific Challenges and Remedies	Comprehend the roles and challenges of managing people in the service organization.	2, 4	Student Presentations	Discussion

6. Assessment Tasks:

Sl.	Assessment	Assessment Type	Weightage %	CLO	Week Due
01	Assignment & Class Participation	Class Activity	20	1-4	1-6
02	Quizzes	LMS (Moodle)	20	1-4	3 & 6
03	Group Project Work	Group Task	20	2-3	5
04	End-term Examination	Hall Exam.	40	1-5	6

Assessment Task 1 (Assignment & Class Participation):
1. Assessment Details: Interactions during the class session time and engagement in cases, reflections based on pre-reads and additional resources.
2. Criteria used to grade task: Active involvement (3) Constructive comments (2) Facilitation (1)
3. Task Assessor: Course Faculty
4. Suggested time to devote to this task: Concurrent
5. Submission details: No submission of documents
6. Feedback and return of work: On the spot and one to one in person

Assessment Task 2 (Quiz):
1. Assessment Detail: Two pre-announced quizzes will be conducted and both will be considered for the assessment.
2. Criteria used to grade this task: Individual
3. Task Assessor: Internal Faculty
4. Submission Detail: Moodle based
5. Feedback: Feedback can be seen and discuss soon after quiz submission.

Assessment Task 3 (Group Project):
1. Assessment Detail: Group Activity will be assigned by the course instructor. Two students (Learning Group) members are required to work collaboratively in team and submit report on the project given and outcome. It will be followed by a presentation.
2. Criteria used to grade this task: Group/Team Work, application and skill
3. Task Assessor: Course Faculty
4. Submission Detail: Soft Copy with Plagiarism Report (for validation, if required)
5. Feedback: Script cannot be returned, but feedback will be given immediately after assessment.

Assessment Task 4 (End-term Examination):
1. Assessment Details: Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples.
2. Criteria used to grade this task: Comprehension (40%), application (40%) and skill (20%)
3. Task Assessor: Course faculty and External Examiner question paper setter
4. Suggested time to devote to this task: End of term
5. Submission details: Hall Examination
6. Feedback and return of work: Feedback during showing of answer scripts. Scripts will not be returned.

7. Time budgeting in course planning:

Please note that while assigning activities and planning teaching schedules following table may be of help. The weightage of items in the table is prescriptive and may vary according to course requirement. Yet it is indicative of how *student time per course* can be budgeted:

Activity	Description	Time Budgeted
Classes	3.75 hours per week for 06 weeks	15 hours
Reading	Prescribed readings	07 hours
Preparation of set questions, exercises and problems	Assignments/projects and group exercises	10 hours
Preparation of assignment	Reading and writing	05 hours
Study and revision for test and end of Trimester examination	Self-preparations	10 hours
TOTAL		52.5 hours

8. Additional Resources:
1. Mathis, R. L., Jackson, J. H. and Tripathy, M.R. (2013), Human Resource Management – A South-Asian Perspective (13ed.). New Delhi: Cengage Learning.
2. Snell S., Bohlander, G. & Vohra V., Human Resource Management: South Asian Perspective (3ed.). New Delhi: Cengage Learning.
3. Human Capital (Monthly HR Magazine) http://www.humancapitalonline.com/
4. People Matters (Monthly HR Magazine) http://www.peoplematters.in/

INSTRUCTIONS:

Academic Conduct

Students will be expected to maintain a daily log of their learning and make an action plan. The continuous evaluation tools would be implemented as per schedule and collected for evaluation. Students are encouraged to visit videos available on Impartus, you tube on TED talks, and readings available at websites like course era, etc.

Institute's Policy Statements

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document. It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, the preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

LMS-Moodle/Impartus

LMS-Moodle/Impartus is used to host course resources for all courses. Students can download Lecture, additional reading materials, and tutorial notes to support class participation.

Late Submission

Assessment tasks submitted after the due date, without prior approval/arrangement, will be not be accepted. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines on basis of cumulative reduction of marks per day as stated by course instructor.

Plagiarism

Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.

Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is advisable that students should read Student Handbook for detailed guidelines. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

List of PLOs for PGDM (Service Management)

PLO 1: Develop themselves as effective service management professionals and entrepreneurs, equipped with analytical and creative thinking, communication skills and strong ethical values.

PLO 2: Understand concepts, frameworks and practices of services business through various sectoral electives and other functional courses of management.

PLO 3: Analyze management situations under uncertainty and ambiguity and make effective decisions in services business.

PLO 4: Understand domestic and international business environment and its impact on service organizations.

PLO 5: Use appropriate tools and technique for managing service functions in a variety of contexts.

PLO 6: Sharpen self and people management skills to become aware, responsive and effective leaders with strong ethical values.

PLO 7: Evolve an integrative and strategic perspective on business problems and organizational issues.

List of GAs

GA 1: Self-initiative

GA 2: Deep discipline knowledge

GA 3: Critical thinking and Problem solving

GA 4: Humility, Team-Building and Leadership Skills

GA 5: Open and Clear Communication

GA 6: Global outlook

GA 7: Ethical competency and sustainable mindset

GA 8: Entrepreneurial and innovative