



**JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/PGDM-SM/PGDM-M; TRIMESTER II; ACADEMIC YEAR 2018-19**

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| Course Code and title | HR 201, Managing Human Resources |
| Credits | 03 |
| Term and Year | II Term, 2018-19 |
| Course Pre-requisite(s) | <i>Basic inputs on Principles of Management and Organisational Behaviour</i> |
| Course Requirement(s) | Knowledge of MS-Office |
| Course Schedule (day and time of class) | Please refer to the Class schedule |
| Classroom # (Location) | As per Time Table or Otherwise notified |
| Course Instructor | Prof. Swati Agrawal, Prof. JS Kaushal, Prof. Ganatantra Ojha (VF) |
| Course Instructor Email | swati.agrawal@jaipuria.ac.in js.kaushal@jaipuria.ac.in ojha.gantantra@gmail.com |
| Course Instructor Phone (Office) | 01204638-353, 354, 300 |
| Student Consultation Hours | As notified |
| Office location | 1 st Floor Faculty Area |

1. Course Overview -

In today's context, every line manager is considered as people manager and hence is the need to understand and partner HR functions for managerial & Organisational effectiveness. The course is designed to expose students to comprehensive current and industry based insights in managing people in organizations. The course focuses on the challenges faced by organizations in terms of acquiring talent, training, developing, and motivating their workforce for high performance by managing performance, reward & recognition and employer employee relation.

The starting point is the internal and external environment faced by today's organizations in terms of global competitiveness, technological change and industrial transition. The course will be able to establish concepts & skills required for advanced level of HR courses. Students will be encouraged to develop their analytical skills through an appreciation and understanding of the frameworks and functions of HRM and how they contribute to organizational success.

2. Course Learning Outcomes (CLO)

At the end of the course, the students will be able to:

CLO 1: Illustrate the role of HR & challenges in managing people in organizations. **K**

CLO 2: Describe frameworks and functions of HR to leverage individual, team and organizational productivity. **K**

CLO 3: Analyze HR functions from a line managers' perspective. **S**

CLO 4: Summarize the contemporary issues in HRM. **K**

Mapping of CLOs with PLOs

| | PLO-1 | PLO-2 | PLO-3 | PLO-4 | PLO-5 | PLO 6 | PLO-7 | PLO-8 |
|------|-------|-------|-------|-------|-------|-------|-------|-------|
| CLO1 | | | | | X | | | X |
| CLO2 | | | | X | X | | | X |
| CLO3 | | | | | X | | | X |
| CLO4 | | | | X | | | | X |

Mapping of CLOs with Graduate Attributes (GA) and PLOs

| | GA 1 | GA 2 | GA 3 | GA 4 | GA 5 | GA 6 | GA 7 | GA 8 |
|-------|------|------|------|------|------|------|------|------|
| CLO 1 | | X | | | | | | |
| CLO 2 | | X | | | | | | |
| CLO 3 | | | X | | | | | |
| CLO 4 | | | X | | | | | |

4. Text Book -

Mathis, R.L., Jackson, J.H. and Tripathy, M.R. *Human Resource Management – A South-Asian Perspective*. New Delhi: Cengage Learning.

5. Session Plan

| Session | Topic/ Sub Topic | Reading Reference | Pedagogy | Session Learning Outcomes | CLO |
|---|--|------------------------|--------------------------------------|---|-------|
| Module I: Introduction to Managing Human Resource | | | | | |
| 1 | Introduction to course and fundamentals of HRM: Defining and understanding HRM | Text, Ch 1 Pp 1-17 | Class discussion of HR headline pp.3 | Illustrate the significance of HRM | CLO 1 |
| 2 | Human Capital and HR as a Business Partner | Text Ch 2 Pp. 44-47 | Class discussion, Case Study | Discuss the significance of Strategic HRM | CLO 1 |
| Module II: HR planning and integration of HR functions | | | | | |
| 3 | Introduction to HR planning | Text Ch. 5 Pp. 164-172 | Class Discussion | Describe with basic concepts of workforce planning. | CLO 3 |
| 4 | Internal Environmental Analysis External Environmental Analysis | Text Ch. 2 Pp.47-51 | Case Discussion | Explain internal and external environment impacting people management | CLO 3 |

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|--|--|--------------------------|---|---|-------|
| 5 | JOB ANALYSIS (JA) <ul style="list-style-type: none"> Job Description & Job Specification | Ch. 4 Pp.140-154 | Class Discussion and Exercise on JD/JS Example: Job Analysis of HR Manager | Illustrate the concept of job description & job specification | CLO 2 |
| Module III: Human Resource Management functions | | | | | |
| 6 | RECRUITMENT <ul style="list-style-type: none"> Sourcing of Recruitment Latest trends in recruitment | Text, Ch.6 Pp.200-229 | Class discussion and exercise: Creating a Recruitment Ad. for HR Manager | Describe concepts of sourcing, recruitment methods, and recruitment metrics | CLO 2 |
| 7 | SELECTION & PLACEMENT <ul style="list-style-type: none"> Process and Tools Selection Errors Job offer, Placement & On-boarding | Text, Ch.7 Pp.238-252 | Discussion | Describe key concepts related to selection methods, errors and process of placement | CLO 2 |
| 8 | EMPLOYMENT TESTS & INTERVIEWS <ul style="list-style-type: none"> Types of tests Types of interviews, Designing & conducting an effective interview | Text, Ch.7 Pp.249-253 | Discussion & Simulation through role play on selection Interview | Comprehend psychometric testing concepts and interview techniques. | CLO 2 |
| 9 | EMPLOYEE MOVEMENT & TRANSITION <ul style="list-style-type: none"> Promotion and Transfer Retirement and VRS Employee Turnover/Attrition | Text Ch 6 Pp.220-223 | Guest Session | Learn variety of ways on employee movement and transition | CLO 2 |
| 10 | TRAINING <ul style="list-style-type: none"> Importance Types of orientation Training Process Training Need Identification (TNI) | Text Ch 8 Pp.274-286 | Discussion | Comprehend Training Needs, Usefulness of orientation training, Learn to conduct TNI | CLO 2 |
| 11 | TRAINING METHODS & EVALUATION | Text Ch 8 Pp.287-298 | Activity/Case discussion | Identify basic training methods and their usage | CLO 2 |

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|----|--|--|------------------|---|--------------|
| | <ul style="list-style-type: none"> • Methods of Training • Management Development • Training Evaluation | | | | |
| 12 | PERFORMANCE MANAGEMENT SYSTEM (PMS) <ul style="list-style-type: none"> • Potential vs. Performance • Appraisal Process • Appraisal's link with Training PMS vs. Performance Appraisal | Text Ch 10 pp. 353-371 | Class Discussion | Comprehend Performance appraisal techniques and limitations | CLO 2 |
| 13 | PERFORMANCE Assessment <ul style="list-style-type: none"> • Methods of Performance Appraisal • Performance Review & Appraisal Interviews • Errors in Performance Appraisal | Text Ch 10 Pp 373-386 | Case Discussion | Identify methods of appraisal and various errors in appraising performance | CLO 2 |
| 14 | COMPENSATION <ul style="list-style-type: none"> • Components of Compensation • Basic Factors in determining Pay | Text Ch 11 Pp 400-412 | Discussion | Describe components of compensation and method of fixing pay | CLO 2 |
| 15 | COMPENSATION <ul style="list-style-type: none"> • Performance Pay Linkage • Benefits and Incentives • Components of pay structure • Designing a competitive pay structure | Text Ch 11 Pp 412-431 Text Ch 12 Pp 442-462 | Case Discussion | Establish linkages between performance and pay/benefits; design a basic compensation plan | CLO 2 |
| 16 | Understanding Employee Relations - Employee Relations vs. Industrial Relations | Text Ch 14 Pp 517-524, 532-538 | Case Discussion | Discuss the basics of relations between an employer and employee | CLO 2, CLO 3 |
| 17 | Mechanism to handle industrial dispute and related laws | Text Ch 15 Pp 552-573, 576-581, 590-627 | | Discuss the mechanism of industrial dispute and | |

| | | | | | |
|--|--|---------------------|--------------|---|-------------|
| | | | | highlights of related laws | |
| MODULE IV Contemporary HR issues & challenges | | | | | |
| 18 | E-HRM | Instructor Note | Discussion | Comprehend role of technology in managing people. | CLO 4 |
| 19 | Green HR | Instructor Note | Discussion | Explores HR role in environment & sustainability | CLO4 |
| 20 | Diversity | Instructor Note | Discussion | Describe issues and benefits of diversity in organization. | CLO 3, CLO4 |
| 21 | Ethics | Text Ch.2 Pp. 63-78 | Case | Value ethical perspective of HR functions | CLO 3 |
| 22 | Group Project | ----- | Presentation | Examine an HR plan integrating different HR functions | CLO 3 |
| 23 | Group Project | ---- | Presentation | Examine an HR plan integrating different HR functions | CLO 3 |
| 24 | Summing Up: Session dedicated towards learning integration & course feedback | ----- | Discussion | Analyze HR Functions for employee's wellbeing & Organisational effectiveness. | ----- |

Additional Resource:

Dessler, G. & Varkkey, B. (2013). *Human Resource Management* (12ed.). New Delhi: Pearson.

5. Assessment Task

The course- Managing Human Resources will have five assessment components (including the End-Term examination). The weightage and task details are hereby provided below for a ready reference.

| Assessment Item | Description | Weightage | CLOs mapped |
|---------------------|---|-----------|-------------|
| Class Participation | This includes case presentation & discussion, class activity like Job analysis, Training module, Role plays and informed participation in class discussion. | 15% | 1, 2, 3, |
| Quizzes | Two quizzes | 20% | 1,2 ,3 |
| Group Project | Examine HR functions in an industry (min. two organizations) | 25% | 4 |

| | | | |
|----------------------|---|-----|---------|
| End Term Examination | Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples | 40% | 1, 2, 3 |
|----------------------|---|-----|---------|

Assessment Task Description

Assessment 1: In Classroom

Assessment Details: **Class Participation**

Weightage: 15%

Description: This includes case based discussions, discussions on various topics, and a discussion forum assignments based on the topic related to CLO 1, CLO 2 and CLO5. Students are advised to read the topics of their own from various sources and make notes for retention and comprehension.

Criteria used to grade this task: Comprehension (75%) and application (25%)

Task Assessor: Internal Faculty

Suggested time to devote to this task: during regular session timings

Submission details: In-Class mainly; case study discussions/presentation;

Feedback: spontaneous or immediate.

Assessment 2: Within Classroom

Assessment Detail: Quizzes

Weightage: 20%

Description: Two quizzes would be conducted by the course instructor and both will considered for assessment. Participants are required to prepare for these along-with the course progression.

Criteria used to grade this task: Comprehension (75%) and application (25%)

Task Assessor: Internal Faculty

Submission Detail: Soft Copy (on Moodle)

Feedback: Script saved on LMS and Accessible to students in a term; feedback will be given within the next 4 sessions after assessment.

Assessment Task 3: Beyond Classroom

Assessment Details: Group Project

Weightage: 25%

Description: Students are required to form teams within first two sessions (introductory module). Each group will work on contemporary HR topic and will conduct survey in relevant organizations and prepare a project report before 19th session.

Criteria used to grade this task: Comprehension (40%), Analysis (40%), and Synthesis (20%)

Task Assessor: Internal Faculty

Suggested time to devote to this task: 30-35 hours minimum

Submission details: Hard copy; by 19th session. Delay would attract 10% reduction in marks per day.

Feedback and return of work: Immediately after assessment; reports will not be returned.

Assessment Task 4: Culmination of the course as Hall Examination

Assessment Details: End Term Exams

Weightage: 40%

Description: Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples.

Criteria used to grade this task: Comprehension (50%), application (50%)

Task Assessor: Internal faculty and Internal Examiner question paper setter

Suggested time to devote to this task: End of term

Submission details: Hall Examination

Feedback and return of work: Feedback during showing of answer scripts; the answer scripts will not be returned.

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 | 2 ½ to 3 ¾ hours per week for 12 weeks | 30 hours |
| Reading | Prescribed readings, text | 25 hours |
| Preparation of set questions, exercises and problems | Group Project | 25 hours |
| Preparation of Quizzes/ class activity | Reading | 20 hours |
| Study and revision for test and end of Trimester examination | Self-preparations | 25 hours |
| TOTAL | | 125 hours |

9. 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

PLO 1: Communicate effectively and display inter-personnel skills

PLO 2: Demonstrate Leadership and Teamwork towards achievement of organizational goals

PLO 3: Apply relevant conceptual frameworks for effective decision-making

PLO 4: Develop an entrepreneurial mindset for optimal business solutions

PLO 5: Evaluate the relationship between business environment and organizations

PLO 6: Demonstrate sustainable and ethical business practices

PLO 7: Leverage technologies for business decisions

PLO 8: Demonstrate capability as an Independent learner

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

Rubric for CLOs

| CLOs | Level 1: Beginning | Level 2: Average | Level 3: Accomplished | Level 4: Excellent |
|--------------|--|--|---|---|
| CLO 1 | Not able to comprehend basic role of HR in Business | Partially able to identify some of the dimensions of HRM. | Able to the identify most of the dimensions of HRM and its strategic role. | Able to relate HR with business environment and strategies. |
| CLO2 | Not able to explain issues that affect employee and organizational productivity | Able to explain some issues and factors that affect employee and organizational productivity | Able to explain most of the issues that affect employee and organizational productivity. | Able to understand situations and issues that affect employee and organizational productivity |
| CLO3 | Not able to understand the basic employee centric HR practices. | Somewhat able to understand the basic employee centric HR practices. | Able to understand and analyze most of the employee centric HR practices. | Able to gauge the situation completely and decide on the appropriate employee centric practice |
| CLO4 | Not able to understand HR processes and inter-linkages desired for developing an HR Plan | Able to understand few basic HR processes and inter-linkages desired for developing an HR Plan | Able to understand most HR processes and inter-linkages desired for developing an HR Plan | Able to clearly understand HR processes and inter-linkages desired for developing an HR Plan; submits a good plan as well |

Rubrics for Class Participation

| Poor Points 0-2 | Fair Points 3-5 | Good Points 6-8 | Excellent Points 9-10 |
|--|--|---|---|
| Irregular in attendance, low in proactivity, unprepared with pre-read and almost nil class participation | Limited show-up in attendance, low in proactivity, ready with only few pre-read and low on class participation | Good and regular in attendance, proactive, comes prepared with pre-read and good on class participation | Shows excellence in attendance, high on proactivity, always ready with pre-read and high on class participation (dream student) |

RUBRICS FOR QUIZ

| POOR | FAIR | GOOD | EXCELLENT |
|--|---|---|---|
| POINTS 0-3.4 | POINTS 3.5-5.9 | POINTS 6-7.9 | POINTS 8 – 10 |
| ONLY UP TO 35% ANSWERS ARE CORRECT | BETWEEN 35 – 50% ANSWERS ARE CORRECT | BETWEEN 60 – 80% ANSWERS ARE CORRECT | 80% OR MORE ANSWERS ARE CORRECT |
| Most of the concepts are not clear and student is unable to understand the same. | Many of the concepts are clear and understood by student. | Majority of concepts are clear and understood by student. | Most of concepts are clear and understood by the student. |

RUBRICS FOR TEAM PROJECT

| | DEVELOPING | APPROACHING PROFICIENCY | PROFICIENT | ADVANCED |
|----------|----------------|-------------------------|----------------|-------------|
| CRITERIA | POINTS 0-2 | POINTS 3-5 | POINTS 6-8 | POINTS 9-10 |
| | ONLY UP TO 35% | BETWEEN 35-50% | BETWEEN 60-80% | 80% OR MORE |

| | | | | |
|--|--------------------|----------------|--------------------|-------------------|
| Able to examine HR functions and link it with industry and internal and external factors .interacting with HR manager of an organization | To a slight extent | To some extent | To a better extent | To a large extent |
| Have been able to conduct primary survey and it's interpretation. | To a slight extent | To some extent | To a better extent | To a large extent |
| Able to prepare and present a systematic report | To a slight extent | To some extent | To a better extent | To a large extent |

RUBRICS FOR END TERM

| POOR | FAIR | GOOD | EXCELLENT |
|--|---|---|---|
| POINTS 0-3.4 | POINTS 3.5-5.9 | POINTS 6-7.9 | POINTS 8 – 10 |
| ONLY UP TO 35% ANSWERS ARE CORRECT | BETWEEN 35 – 50% ANSWERS ARE CORRECT | BETWEEN 60 – 80% ANSWERS ARE CORRECT | 80% OR MORE ANSWERS ARE CORRECT |
| UNSATISFACTORY | MINIMAL | PROFICIENT | EXEMPLARY |
| Most of the concepts are not clear and student is unable to understand the same. | Many of the concepts are clear and understood by student. | Majority of concepts are clear and understood by student. | Most of concepts are clear and understood by the student. |