

**JAIPURIA INSTITUTE OF MANAGEMENT- NOIDA,**

**PGDM; TRIMESTER II; ACADEMIC YEAR 2020-21**

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| Course Code and Title | HR 201, Managing Human Resources |
| Credits | 03 |
| Term and Year | II Term, 2020 |
| Course Pre-requisite(s) | Principles of Management *and* OB Courses |
| Course Requirement(s) | - |
| Course Schedule (day and time of class) | Please refer to the Class schedule |
| Classroom # (Location) | As per Time Table or Notified otherwise |
| Course Instructor | Dr Rahuul Singh |
| Course Instructor Email | [rahul.s@jaipuria.ac.in](mailto:rahul.s@jaipuria.ac.in) |
| Course Instructor Phone (Office) |  |
| Student Consultation Hours | With prior appointment |
| Office location | Ground Floor Faculty Area |

1. **Course Overview**

Considering, “Every Line Manager as People Manager” in today’s changing business landscape and organizational setups, it is the need of the hour to understand the HR’s business partnership role for delivering on both the front, HRM and bottom-line simultaneously. The Managing Human Resources course is designed to expose students to learn the intricacies of managing HR across verticals such as; acquiring talent, training, developing, managing performance, compensating, rewarding and recognizing talents. The smooth management of these HR functions lead to enhanced employee motivation and satisfaction that leverage healthy employer-employee relations in the long-run.

The course stems out of understanding basic premise of business, its linkage with human resources amidst 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 while appreciating and understanding the basic HRM frameworks and functions. Treatment of the course through line-managers’ perspective will broaden perceptions of both, HR and non-HR students, all together.

**Core Objectives:**

Managing Human Resources course is offered as a full credit course (20 sessions) in trimester II.

* Learning: Line role of people manager & Functional HR
* Prepare: Handle some basic HR Operations
* Become: “People” Manager
* Skills: Developing JDs and JS, support in Sourcing & Interviewing Candidates, facilitate TNI, conduct/support Appraisal Process, contribute/design basic CTC elements

Though the course primarily focuses on developing basic understanding of people management gamut and primary functions skills from line perspective, this basic MHR course would also help the students judiciously choose their HR electives in the second year as to master their preferred choice. The basic skills learned in this course will be complete while studying functional electives of their choices.

**2. Course Learning Outcomes (CLOs):** At the end of the course, the students will be able to-

**CLO 1:** Illustrate HR functions from a line manager’s perspective

**CLO 2:** Apply functional knowledge of HR for people-related decision-making.

**CLO 3:** Examine sustainable HR functions and HR best practices of contemporary organizations.

**Mapping of CLOs with Program Learning Outcomes (PLOs)**

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| --- | --- | --- | --- | --- | --- | --- |
|  | **PLO-1** | **PLO-2** | **PLO-3** | **PLO-4** | **PLO 5** | **PLO 6** |
| **CLO1** |  |  | Introduced |  |  |  |
| **CLO2** |  |  | Reinforced\* |  |  |  |
| **CLO3** |  |  |  |  | Introduced |  |

**\*To be used in writing AOL report**

**Mapping of CLOs with GAs (Graduate Attributes)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **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 |  |  |  |  |  |

**4. Text Book -**

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

### Additional Resource:

Dessler, G. & Varkkey, B. (2018). *Human Resource Management (*15 ed.). New Delhi: Pearson.

**5. Session Plan**

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| --- | --- | --- | --- | --- | --- |
| **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 managing people. | Text, Ch 1  Pp 1-17 | Flipped Video,  Discussion & Video | Illustrate the concepts of HRM | CLO 1 |
| 2 | HR as a Business Partner | Text Ch 2  Pp. 44-47 | Case Discussion | Discuss the significance of Strategic HRM | CLO 1 |
| **Module II: HR Planning** | | | | | |
| 3 | HR Planning,  Internal & External Environment Analysis | Text Ch. 5  Pp. 164-172 | Flipped Video,  Activity: Scenario Mapping | Plan workforce w.r.t. given demand & supply equation | CLO 1 |
| 4 | Job Analysis (JA)  Job Description & Job Specification | Text Ch. 4  Pp.140-154 | Exercise on JD/JS (Assess. 2)  Example: Job Analysis of HR Manager | Develop JD & JS for different posts | CLO 2 |
| **Module III: Human Resource Management Functions** | | | | | |
| 88  5 | Recruitment  Sourcing Candidates | Text, Ch.6 Pp.200-229 | Flipped Video  Exercise: Creating a Recruitment Ad. | Attract prospective candidates using different methods. | CLO 1 & 2 |
| 9  6 | Selection & Placement  Process and Tools | Text, Ch.7 Pp.238-252 | Discussion | Explain key methods of selection and its processes | CLO 1 |
| 7 | Employment Tests & Interviews  Selection Errors | Text, Ch.7 Pp.249-253 | Discussion & Simulation through | Comprehend testing concepts and interview techniques. | CLO 1 |
| 8 | Conducting Recruitment Interview  Effective Onboarding | Text Ch. 6  Pp.220-223 | Role Play / Mock Interview | Build effective interviewing skills | CLO 2 |
| 9 | Training  Methods & Evaluation | Text Ch. 8  Pp.274-286 | Discussion | Identify relevant training needs for developing relevant training programme | CLO 1 |
| 10 | Understand TNI and Designing Training Programme | Text Ch 8  Pp.287-298 | Activity: Develop Training Prog. | Develop a training programme | CLO 2 |
| 11 | Performance Management System  Appraisal Process | Text Ch 10 pp. 353-371 | Discussion | Describe performance appraisal & processes | CLO 2 |
| 12 | Performance Assessment  Appraisal Methods  Performance Review & Appraisal Interviews | Text Ch 10 Pp 373-386 | Case Discussion | Use appropriate appraisal methods and avoid various errors in appraisal | CLO 2 |
| 13 | Compensation  Components of Compensation  Basic Factors in Determining Pay | Text Ch 11  Pp 400-412 | Discussion | Identify compensation components and pay determinants | CLO 2 |
| 14 | Compensation  Benefits and Incentives  Components of CTC | Text Ch 11  Pp 412-431  Text Ch 12  Pp 442-462 | Exercise: Design PFP based CTC for Sales Reps. | Define pay-for-performance and design a basic compensation plan | CLO 2 |
| 15 | Understanding IR & Employee Relations | Text Ch 14  Pp 517-524, 532-538 | Case Discussion | Discuss the basics relations between employer and employee | CLO 2 |
| 16 | Mechanism to Handle Industrial Dispute and Related Laws | Text Ch 15  Pp 552-573, 576-581, 590-627 | Guest Session | Explain grievance redressal process as per prescribed laws | CLO 1 |
| **MODULE IV Contemporary HR Practices** | | | | | |
| 17 | HR Outsourcing & HR Shared Services | Instructor Note | Flipped Video,  Discussion | Identify HR functions for outsourcing | CLO 3 |
| 18 | HR Analytics &  e-HRM | Instructor Note | Discussion | Appreciate role of technology & analytics in managing HR. | CLO 3 |
| 19 | Diversity Management | Instructor Note | Discussion | Describe issues and benefits for managing diversity in organization. | CLO 3 |
| 20 | Summing up: Learning integration and Feedback | - | Discussion | Reflection on Learning | - |

**5. Assessment Task**

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

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| --- | --- | --- | --- | --- |
| **Assessment Item** | **Description** | **Weightage** | **CLOs mapped** | **Session/ Week Due** |
| Quizzes | Moodle based two quizzes (MCQs and T&F types) carrying 10 marks each. | 20% | CLO 1 | 9th & 18th Session |
| Classroom Activity | Exercises based on functional HR knowledge applicable to specific problem/situation. | 20% | CLO 2 | 4th & 14h Session |
| Group Project | Study of HR functions at an organization and compare with best practices in HR within that sector/industry. | 20% | CLO 3 | Submission by 18th session (beyond class) |
| 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% | CLO 1, 2 | After 20th Session |

**6. Assessment Task Description**

**Assessment 1: On Moodle**

Assessment Detail: Quizzes

Description: Two quizzes would be conducted by the course instructor and both will be 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 2 sessions after assessment.

**Assessment 2: Class-room Activity**

Assessment Detail: Individual Problem Solving Exercise

Description: Two exercises on a conceptual HR framework, namely; Job Analysis for JD & JS and Designing of PFP based CTC for Sales Reps. for testing conceptual clarity and problem solving would be conducted by the course instructor in the classroom. Students are required to prepare for these along-with the course progression.

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

Task Assessor: Internal Faculty

Submission Detail: Hardcopy in the Classroom

Feedback: Submitted script will be evaluated; feedback will be given two weeks from the assessment day.

**Assessment Task 3: Beyond Classroom**

Assessment Details: Group Project

Description: Within the study groups, students would explore best practices in HR by various organisations in one specific sector/industry, as allotted by faculty facilitator. After that each group will also study two different HR verticals in an organization and compare them with the best practices.

Using personal interview of the HR representative of the organization, a detailed report (Word doc & Turnitin based Anti-plag. report). will be uploaded on moodle followed by group presentations/viva.

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 per week.

Submission details: On or before the notified deadline on Moodle.

Feedback and return of work: One week after the submission date.

**Assessment Task 4: Culmination of the course as Hall Examination**

Assessment Details: End Term Exams

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.

### Rubric for CLOs

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| --- | --- | --- | --- |
| CLOs | BELOW EXPECTATION  (<50%) | MEETS EXPECTATION  (60-80%) | EXCEEDS EXPECTATION  (>80%) |
| **CLO 1**  Illustrate HR functions from a line manager’s perspective. | Not able to demonstrate basic understanding of HR functions | Able to the identify most of the dimensions of HRM and its strategic role. | Able to relate HR with business environment and strategies. |
| **CLO 2**  Apply functional knowledge of HR for people-related decision-making. | Not able to apply only few conceptual framework of HR for decision making | Able to apply most of the HR framework for decision making | Able to apply all the conceptual knowledge for HR decision making |
| **CLO 3**  Examine sustainable HR functions and HR best practices of contemporary organizations. | Able to examine only few sustainable HR practices of contemporary organizations | Able to examine most of the sustainable HR practices of contemporary organizations | Able to examine all the sustainable HR practices of contemporary organizations |

**7. Rubrics for Assessment Task**

**RUBRICS FOR QUIZ (20 Marks)**

**CLO1: Illustrate HR functions from a line manager’s perspective.**

PLO 3: Reflect on business situations applying relevant conceptual frameworks

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| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Demonstrate understanding of HR functions. | * 1. Exhibits knowledge of basic HR functions as required by a line manager.   2. Infer linkages among various HR functions and compare relevant actions of functional HR. |

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| --- | --- | --- | --- |
| Traits | Below Expectations  (BE < 35%) | Meets Expectations  (ME 35-70%) | Exceeds Expectation  (EE > 70%) |
| Exhibits Knowledge of HR Functions as a line manager | Partially able to demonstrate basic understanding of HR functions | Able to the identify most of the dimensions of HRM and its strategic role. | Able to relate all HR functions and actions with business environment and strategies. |
| Infer linkages among various HR functions and compare relevant actions of functional HR | Has limited knowledge on inferring linkages among HR concepts and frameworks. Requires extensive assistance in inferring and comparing. | Has reasonable knowledge on inferring linkages and comparing HR concepts and frameworks. Requires low assistance in inferring and comparing. | Has sound knowledge on inferring linkages and comparing HR concepts and frameworks. Needs almost no assistance in inferring and comparing. |

**RUBRICS FOR CLASSROOM EXERCISES (20 Marks)**

**CLO 2: Apply functional knowledge of HR for people-related decision-making \***

PLO 3: Reflect on business situations applying relevant conceptual frameworks

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| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Apply knowledge of HR and its frameworks to business situations. | 2.1Gather relevant information about business situations.  2.2 Select and use relevant concepts and frameworks to business situations. |

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| --- | --- | --- | --- |
| **Traits** | **Below Expectations**  **(BE < 35%)** | **Meets Expectations**  **(ME 35-70%)** | **Exceeds Expectation**  **(EE > 70%)** |
| Gather relevant information about business situations. | Struggles to pinpoint the factual information of HR. Gathers information from one source. Minimal evidence of search/selection criteria. | Clearly identifies the functional knowledge required. Gathers information from multiple valid and reliable sources. Evidence of search/selection criteria. | Demonstrates a sophisticated understanding of functional knowledge of HR.  Gathers extensive information from a variety of valid and reliable sources including journals, texts, etc., specific to the subject. Clear evidence of search/selection criteria. |
| Select and use relevant concepts and frameworks to business situations | Has limited knowledge on selecting and using relevant HR concepts and frameworks. Requires extensive assistance in selecting relevant concepts and frameworks. | Selects and uses relevant HR concepts and frameworks. Requires minimal assistance in choosing relevant concepts and frameworks. | Selects and uses relevant HR concepts and frameworks. Needs almost no assistance in selecting relevant concepts and frameworks. |

**\*To be used in writing AOL report**

**RUBRICS FOR GROUP PROJECT (20 Marks)**

**CLO 3: Examine sustainable HR functions and HR best practices of contemporary organizations.**

***(Not mapped with any PLO)***

|  |  |
| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Examine benchmarked HR best practices of contemporary organization across a specific sector/industry | * 1. 3.1 Gather all relevant information of HR best practices across a chosen/allotted sector   3.2 Discover distinguished HR best practices in organizations and identify gaps in chosen organization. |

|  |  |  |  |
| --- | --- | --- | --- |
| **Traits** | **Below Expectations**  **(BE < 35%)** | **Meets Expectations**  **(ME 35-70%)** | **Exceeds Expectation**  **(EE > 70%)** |
| Gather all relevant information of HR best practices across a chosen/ allotted sector | Somewhat able to examine very few HR practices across sector/industry | Able to gather and examine most of the contemporary HR practices across sector/industry | Able to gather and examine almost all the relevant HR practices of organizations across sectors |
| Discover distinguished HR best practices in organizations and identify gaps in chosen organization | Has limited knowledge of distinguished or benchmarked HR best practices. Not able to demonstrate satisfactorily as well. | Has reasonable knowledge of distinguished or benchmarked HR best practices. Is able to demonstrate to some extent also. | Has sound knowledge of distinguished or benchmarked HR best practices. Is able to demonstrate to a great extent as well. |

**RUBRICS FOR END TERM (40 Marks)**

**CLO 1: Illustrate HR functions from a line manager’s perspective.**

PLO 3: Reflect on business situations applying relevant conceptual frameworks

**CLO 2: Apply functional knowledge of HR for people-related decision-making. \***

PLO 3: Reflect on business situations applying relevant conceptual frameworks

|  |  |
| --- | --- |
| **Competencies** | **Traits/Performance Indicators (PI)** |
| Comprehension and application of HR functions for people related decision making | 1. Comprehension: Understanding of conceptual backdrop of HR Functions 2. Application: Use of HR functions and conceptual framework for people related decision making in organizations |

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Below Expectations**  **(BE < 35%)** | **Meets Expectations**  **(ME 35-70%)** | **Exceeds Expectation**  **(EE > 70%)** |
| **Comprehension (CLO1)** | Hardly demonstrate any understanding of basic concepts with examples. | Somewhat able to demonstrate understanding of basic concepts with examples. | Demonstrate sound understanding of conceptual knowledge with good examples. |
| **Application** **(CLO2)** | Is not able to think critically and apply viable solutions to given questions with examples. | Able to think critically and apply functional HR knowledge for solving HR issues most of the time. | Challenges and critique status quo, applies functional HR knowledge and proposes meaningful solutions. |

**\*To be used in writing AOL**

**Max-** Maximum Points, **BE-** Below Expectations, **ME-**Meets Expectations, **EE**-Exceeds Expectations

**8. 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 |
| Revisiting key HR functions | Group works, discussions | 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

PLO1: Communicate effectively

PLO2: Demonstrate ability to work in teams to achieve desired goals

PLO3: Reflect on business situations applying relevant conceptual frameworks

PLO4: Evaluate different ethical perspectives

PLO5: Comprehend sustainability issues

PLO6: Exhibit innovative and creative thinking

List of GAs

GA1: Self-initiative

GA2: Deep discipline knowledge

GA3: Critical thinking and Problem solving

GA4: Humility, Team-Building and Leadership Skills

GA5: Open and Clear Communication

GA6: Ethical competency and sustainable mindset

GA7: Entrepreneurial and innovative

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