

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**Human Resource Management**  
**CREDIT: Full (three credits)**  
**SESSION DURATION: 90 Minutes**

**TERM: III**  
**YEAR: 2015-2017**  
**BATCH: I**

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**Course Introduction:** As a result of globalization human resource management is gaining a special significance. As organizations make use of technology to reach cheap labour, human resource management is becoming a dynamic field which requires managers to expand their knowledge and gain skill sets which will help them in managing diverse set of employees in different locale. As a manager, one is required to understand and appreciate the problems of employees, work in a team, delegate and carry out responsibility. This course is designed to prepare the students to be sensitive to the issues and concerns of managing human resources and to examine techniques and methodologies of attracting and retaining talented people.

**Course Objectives:**

1. To introduce the basic concepts, functions and processes of human resource management.
2. Explain how the primary functions of HRM relate to each other and to the broader business strategy and describe the roles and responsibilities of HR professionals.
3. Discuss how HRM has evolved over time and the emerging strategic role that HRM plays in modern organizations.
4. Evaluate the value and appropriateness of HRM functions and programs within specific organizational settings.
5. Understand the contemporary issues in HRM.

**Course Pedagogy:** It will be a judicious mix of lectures, case analysis & discussion, article reviews, assignments & presentations by the students.

**Course Readings:**

**Text book**

1. Dessler, G. & Varkkey, B. (2015). *Human Resource Management, 14/e*. New Delhi: Pearson.

**Reference book(s)**

1. Ashwathappa, K. (2014). *Human Resource Management – Text and Cases, 7/e*. New Delhi: Tata McGraw Hill.

2. Bratton, J. & Gold, J. (2012). *Human Resource Management: Theory & Practice*. UK: Palgrave MacMillan.
3. Cascio, W. F. & Nambudiri, R. (2010). *Managing Human Resources, 8/e*. New Delhi: Tata McGraw Hill.
4. Decenzo, D.A. & Robbins, S.P. (2010). *Fundamentals of Human Resource Management, 10/e*. New Delhi: John Wiley.
5. Jyothi, P. & Venkatesh, D. N. (2012). *Human Resource Management, 2/e*. New Delhi: Oxford University Press.
6. Lepak, D. & Gowan, M. (2009). *Human Resource Management*. New Delhi: Pearson.
7. Mathis, R. L., Jackson, J. H. & Tripathi, M. R. (2012). *Human Resource Management-A South-Asian Perspective*. New Delhi: Cengage Learning.
8. Mello, J.A. (2011). *Strategic Management of Human Resources 3/e*. New Delhi: South Western, Cengage Learning
9. Snell, S., Bohlander, G. & Vohra, V. (2010). *Human Resource Management – A South-Asian Perspective*. New Delhi: Cengage Learning.

#### Course Evaluation criteria

Component	Weight
Quiz	20%
Class Participation	10%
Case Analysis	10%
Presentation	10%
Mid-term	20%
End-term	30%
<b>Total</b>	<b>100%</b>

#### Session Plan

Session No.	Topic	Reading
1-2	<b>Management of Human Resources at Workplace</b> <ul style="list-style-type: none"> <li>➤ Conceptual Framework</li> <li>➤ HRM in a Globally Competitive Business Environment</li> <li>➤ HRM Challenges</li> <li>➤ Strategic Human Resource Management</li> <li>➤ Functions of HRM.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 1,3</li> </ul> <b>Cases</b> <ul style="list-style-type: none"> <li>➤ Jack Nelson's Problem. In Dessler &amp; Varkkey, 29</li> <li>➤ Carter Cleaning</li> </ul>

		Company. In Dessler & Varkkey, 29-30
3-4	<b>Human Resource Planning &amp; Job Analysis</b> <ul style="list-style-type: none"> <li>➤ Concept, Process &amp; Significance</li> <li>➤ HRP Issues</li> <li>➤ Forecasting Labour Demand: Quantitative &amp; Qualitative Methods</li> <li>➤ Forecasting Labour Supply: Internal &amp; External; Requisites for Successful HRP</li> <li>➤ Job Analysis Methods: Job Description &amp; Job Specification</li> <li>➤ Factors affecting Job Design.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 4,5</li> <li>➤ Snell, Bohlander &amp; Vohra, Ch 4, 5.</li> <li>➤ Bratton &amp; Gold, J, Ch 6.</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ Carter Cleaning Company (Job description). In Dessler &amp; Varkkey, 160-161.</li> </ul>
5-6	<b>Recruitment</b> <ul style="list-style-type: none"> <li>➤ Factors affecting Recruitment: External &amp; Internal</li> <li>➤ Sources of Recruitment: Internal &amp; External</li> <li>➤ Alternatives to Recruitment</li> <li>➤ Recruiting a more Diverse Workforce.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 5</li> <li>➤ Ashwathappa, Ch 6</li> </ul> <b>Cases</b> <ul style="list-style-type: none"> <li>➤ Finding people who are passionate about what they do. In Dessler &amp; Varkkey, 195.</li> <li>➤ Carter Cleaning Company (Getting better applicants). In Dessler &amp; Varkkey, 196.</li> </ul>
7-8	<b>Selection &amp; Interviewing</b> <ul style="list-style-type: none"> <li>➤ Role of HR and line managers in selection Selection Process, Methods &amp; testing</li> <li>➤ Assessment Centres.</li> <li>➤ Interviewing: Process &amp; Types Interviewing flaws</li> <li>➤ How to conduct an effective interview.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 6 &amp; 7.</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ Virtual Selection at National City Corporation. In Lepak &amp; Gowan pp. 217.</li> </ul> <b>Article Review :</b> <ul style="list-style-type: none"> <li>➤ Capelli, P. (2008). Talent Management for the 21<sup>st</sup> Century. <i>Harvard Business Review</i>, March 2008, 74 – 81.</li> </ul>
9-10	<b>Training and Developing Employees</b> <ul style="list-style-type: none"> <li>➤ Orientation</li> <li>➤ Training, Learning and Motivation</li> <li>➤ Analyzing training Needs and Designing the Program</li> <li>➤ Implementing Training Programs</li> <li>➤ Evaluation of Training</li> <li>➤ Training in various Indian Companies</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 8</li> <li>➤ Bratton &amp; Gold, Ch 7.</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ Reinventing the Wheel at Apex Door Company, In Dessler &amp; Varkkey, 329-330.</li> </ul>

11	<b>Performance Management &amp; Appraisal</b> <ul style="list-style-type: none"> <li>➤ Performance Appraisal vs Performance Management</li> <li>➤ Methods of Performance Management</li> <li>➤ Problems associated with appraisal systems</li> <li>➤ Performance Management Practices in India.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 9</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ A Performance Appraisal Snafu. In Snell &amp; Bohlander, 740-743</li> </ul>
12-13	<b>Managing Compensation &amp; Incentives</b> <ul style="list-style-type: none"> <li>➤ Overview</li> <li>➤ Equity issues and types</li> <li>➤ Job Evaluation- Concept &amp; methods</li> <li>➤ Pay grades, pay ranges and wage curve</li> <li>➤ Broadbanding and Competency-Based Pay</li> <li>➤ Strategic Reasons for Incentive Plans</li> <li>➤ Types of Incentive Plans.</li> <li>➤ Benefits and Services</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 11,12 &amp;13</li> <li>➤ Ashwathappa, Ch. 11, 12 &amp; 13.</li> </ul> <b>Exercise</b> <ul style="list-style-type: none"> <li>➤ Determining Pay Raise. In Ashwathappa, 307-308</li> </ul>
14	<b>Managing Careers and Succession Planning</b> <ul style="list-style-type: none"> <li>➤ Proactive Career Management</li> <li>➤ Career Management – Individuals and Organizations</li> <li>➤ Organizational Succession Planning</li> <li>➤ Career Planning and Progression.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 10</li> <li>➤ Cascio &amp; Nambudiri, Ch 10</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ Strategic Issues in Succession Planning by A.V. Vedpuriswar in <b>Effective Executive</b>, 2001.</li> </ul> <b>Article Review</b> <ul style="list-style-type: none"> <li>➤ Groyberg &amp; Abrahams (2010). Five ways to bungle a job change. <i>Harvard Business Review</i>. Vol. 88 Issue 1/2, p137-140</li> </ul>
15-16	<b>Industrial Relations and Trade Unions</b> <ul style="list-style-type: none"> <li>➤ Nature &amp; Importance</li> <li>➤ Unions - Employee and Management Perspectives</li> <li>➤ Industrial Relations-Indian Perspective</li> <li>➤ Parties to IR</li> <li>➤ Trade Union Movement in India</li> <li>➤ Current trends in Trade Union Movement</li> </ul>	<ul style="list-style-type: none"> <li>➤ Ashwathappa, Ch. 23</li> <li>➤ DeCenzo &amp; Robbins, Ch 14</li> </ul> <b>Case</b> <ul style="list-style-type: none"> <li>➤ The Bata India's HR Problems (Will be distributed in class)</li> </ul>
17	<b>International HRM</b> <ul style="list-style-type: none"> <li>➤ Concept and Significance</li> <li>➤ Domestic HRM vs IHRM</li> <li>➤ Global Mobility</li> </ul>	<ul style="list-style-type: none"> <li>➤ Aswathappa, Ch 26</li> <li>➤ Dessler &amp; Varrkey, B (2011). Ch 17.</li> </ul>

	<ul style="list-style-type: none"> <li>➤ International Staffing</li> <li>➤ Training: Process and Design</li> <li>➤ Performance Management in Global Context - Complexities &amp; Challenges</li> <li>➤ Managing Expatriation, Repatriation.</li> </ul>	<p>Case</p> <ul style="list-style-type: none"> <li>➤ Boss I think we have a problem In Dessler &amp; Varkkey, 653.</li> </ul>
18	<b>Managing Human Resources in Entrepreneurial Firms</b>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 18</li> <li>➤ Aswathappa, Ch 28</li> </ul>
19-20	<b>Contemporary Issues in HRM</b> <ul style="list-style-type: none"> <li>➤ Human Resource Information System- Application and Implementation;</li> <li>➤ Evaluating HR Effectiveness.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Dessler &amp; Varkkey, Ch 2,5 &amp; 6</li> <li>➤ Snell, Bohlander, &amp; Vohra, Ch 1 &amp; 13</li> </ul>