

**INTERNATIONAL MANAGEMENT INSTITUTE, BHUBANESWAR**  
**Post Graduate Diploma in Management (PGDM)**  
**Human Resource Management (HR501)**  
**CREDIT: Full (three credits)**  
**SESSION DURATION: 90 Minutes**

**TERM: III**  
**YEAR: 2016-2018**  
**BATCH: I**

**FACULTY:** Dr. Deepak Sharma  
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**Office hours:** 9.30 AM – 5.30 PM

**COURSE OBJECTIVES:**

Managing human capital in the new economy is a challenge all business professionals face. This course would help in addressing those challenges. Also, practical tips and suggestions are included in the course, which provide effective ways of dealing with problems in employee retention, motivation, grievance, labor relations and compensation administration.

Upon completion of this course, the students will be able to:

1. Give an overview of the field of Human Resource Management (HRM).
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.

**LEARNING OUTCOMES:**

Upon course completion, the students will be able to:

LO1. Give an overview of the field of HRM

LO2. Explain how primary functions of HRM relate to each other and to the broader business strategy and describe the roles and responsibilities of HR professionals.

LO3. Discuss how HRM has evolved over time and the emerging strategic role that HRM plays in modern organizations.

LO4. Evaluate the value and appropriateness of HRM functions and programs.

LO5. Understand contemporary issues in HRM.

**PEDAGOGY**

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

**EVALUATION**

The course will be evaluated on the following basis:

Test/Quiz	: 20 Marks
Assignment	: 10 Marks
Class Participation	: 10 Marks
Mid-Term	: 20 Marks
End Term	: 40 Marks

## READINGS

1. Pande, S. & Basak, S. (2012). *Human Resource Management*. New Delhi: Vikas.
2. Sinha, PRN, Shekhar,SP & Bala,Indu(2016). *Human Resource Management*. New Delhi:Cengage.
3. Ashwathappa, K. (2010). *Human Resource Management – Text and Cases, 6/e*. New Delhi: Tata McGraw Hill.
4. Bratton, J. & Gold, J. (2007). *Human Resource Management: Theory & Practice*. UK: Pal Grave MacMillan.
5. Cascio, W. F. & Nambudiri, R. (2010). *Managing Human Resources, 8/e*. New Delhi: Tata McGraw Hill.
6. Decenzo, D.A. & Robbins, S.P. (2010). *Human Resource Management, 10/e*. New Delhi: John Wiley.
7. Dessler, G. & Varkkey, B. (2011). *Human Resource Management, 12/e*. New Delhi: Pearson.
8. Jyothi, P. & Venkatesh, D. N. (2012). *Human Resource Management, 2/e*. New Delhi: Oxford University Press.
9. Mathis, R. L., Jackson, J. H. & Tripathi, M. R. (2012). *Human Resource Management-A South-Asian Perspective*. New Delhi: Cengage Learning.
10. Mello, J.A. (2011). *Strategic Management of Human Resources 3/e*. New Delhi: South Western, Cengage Learning.
11. Sanghi, S. (2011). *Human Resource Management, 1/e*. New Delhi: Macmillan.
12. Snell, S., Bohlander, G. & Vohra, V. (2010). *Human Resource Management – A South-Asian Perspective*. New Delhi: Cengage Learning.

## COURSE CONTENTS

Session	Topic	Readings	Learning Outcome
1-2-3	<b>Introduction to HRM</b> Conceptual Framework; HRM in a Globally Competitive Business Environment; HRM Challenges; SHRM and Functions of HRM.	<b>Readings:</b> <ul style="list-style-type: none"> <li>• Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.1-56).</li> <li>• Sinha, PRN, Shekhar,SP &amp; Bala,Indu(2016). <i>Human Resource Management</i>. New Delhi:Cengage (pp.1-66)</li> <li>• Cascio, W.F. &amp; Nambudiri, R. (2010). <i>Managing Human Resources, 8/e</i>. Ch 1</li> <li>• Dessler, G. &amp; Varkkey, B. (2011). <i>Human Resource Management, 12/e</i>. Ch 1,3</li> </ul> <b>Case:</b> <ul style="list-style-type: none"> <li>• Pande, S. &amp; Basak, S. (2012). Application Case- Mahindra &amp; Mahindra. In <i>Human Resource Management, 75-76</i>.</li> <li>• Som, Ashok (2010). Emerging Human Resource Practices at Aditya Birla Group. <i>Human Resource Management,549-566</i>.</li> </ul>	LO1

4-5	<b>Human Resource Planning &amp; Job Analysis</b> Concept, Process & Significance; HRP Issues; Forecasting Labour Demand: Quantitative & Qualitative Methods; Forecasting Labour Supply: Internal & External; Requisites for Successful HRP. Job Analysis Methods; Job Description & Job Specification; Factors Affecting Job Design.	<b>Readings:</b> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.64-104).</li> <li>Sinha, PRN, Shekhar,SP &amp; Bala,Indu(2016). <i>Human Resource Management</i>. New Delhi:Cengage (pp.67-78).</li> <li>Ashwathappa, K. (2010). <i>Human Resource Management – Text and Cases</i>, 6/e. Ch. 4, 5.</li> <li>Snell, S., Bohlander, G. &amp; Vohra, V. (2010). <i>Human Resource Management – A South-Asian Perspective</i>. New Delhi. Ch 4, 5.</li> <li>Bratton, J. &amp; Gold, J. (2007). <i>Human Resource Management</i>, 4/e. Ch 6.</li> </ul> <b>Case :</b> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). Application Case- Introduction. In <i>Human Resource Management</i>, 127-128.</li> </ul>	LO3
6-7	<b>Recruitment</b> Factors affecting Recruitment: Company Characteristics, Culture, Employee Concerns, Labour Force, Technology; Types & Methods- Internal & External; Employee Referrals; Evaluating Recruitment Effectiveness; Dejobbing; Recruiting Diverse Workforce.	<b>Readings:</b> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.104-141).</li> <li>Sinha, PRN, Shekhar,SP &amp; Bala,Indu(2016). <i>Human Resource Management</i>. New Delhi:Cengage (pp.79-85).</li> <li>Ashwathappa, K. (2010). <i>Human Resource Management – Text and Cases</i>, 6/e. Ch. 6</li> <li>Snell, S., Bohlander, G. &amp; Vohra, V. (2010). <i>Human Resource Management – A South-Asian Perspective</i>. Ch 4.</li> <li>Bratton, J. &amp; Gold, J. (2007). <i>Human Resource Management</i>, 4/e. Ch 7.</li> <li>Dessler, G. &amp; Varkkey, B. (2011). <i>Human Resource Management</i>, 12/e. Ch 2</li> </ul> <b>Case:</b> <p>Pande, S. &amp; Basak, S. (2012). Application Case- E-Recruitment System. In <i>Human Resource Management</i>, 172-174.</p>	LO2
8-9	<b>Selection</b> Role of HR and Line Managers in	<b>Readings:</b> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi:</li> </ul>	LO2

	Selection; Selection Process, Methods & Testing (Virtual Selection & Use of Technology); Assessment Centres; Interviewing: Process & Types.	<p>Vikas (pp.142-175).</p> <ul style="list-style-type: none"> <li>Sinha, PRN, Shekhar,SP &amp; Bala,Indu(2016). <i>Human Resource Management</i>. New Delhi:Cengage (pp.85-102).</li> </ul> <p>Snell, S., Bohlander, G. &amp; Vohra, V. (2010). <i>Human Resource Management – A South-Asian Perspective</i>. Ch 5.</p> <p>Bratton, J. &amp; Gold, J. (2007). <i>Human Resource Management</i>, 4/e. Ch 7.</p> <p>Sanghi, S. (2011). <i>Human Resource Management</i>. Ch 16</p> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). Application Case - Selection Strategy for the Isreali Special Forces. In <i>Human Resource Management</i>, 228-229.</li> </ul>	
10-11	<b>Performance Management &amp; Appraisal</b> Performance Appraisal vs Performance Management; Methods of Performance Management; Problems associated with Appraisal Systems; Performance Management Practices in India.	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.362-403).</li> <li>Sinha, PRN, Shekhar,SP &amp; Bala,Indu(2016). <i>Human Resource Management</i>. New Delhi:Cengage (pp.253-274) .</li> <li>Cascio, W.F. &amp; Nambudiri, R. (2010). <i>Managing Human Resources</i>, 8/e. Ch 9.</li> <li>Snell, S., Bohlander, G. &amp; Vohra, V. (2010). <i>Human Resource Management – A South-Asian Perspective</i>. Ch 7.</li> </ul> <p><b>Cases:</b></p> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). Application Case- Performance Management at Tata Consultancy Services (TCS). In <i>Human Resource Management</i>, 172-174.</li> </ul>	LO2
12-13	<b>Training and Development</b> Orientation and Scope; Training-Concept, Process and Methods; Training Delivery Systems; Evaluation of Training; Training in Indian Companies - Cases; Development: Concept and approaches.	<p><b>Readings:</b></p> <p>Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.404-441).</p> <p>Sinha, PRN, Shekhar,SP &amp; Bala,Indu(2016). <i>Human Resource Management</i>. New Delhi:Cengage (pp.103-128).</p> <p>Snell, S., Bohlander, G. &amp; Vohra, V. (2010). <i>Human Resource Management – A South-Asian Perspective</i>. Ch 6.</p> <p>Dessler, G. &amp; Varkkey, B. (2011). <i>Human Resource Management</i>, 12/e. Ch 8.</p> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li></li> </ul>	LO2

		<p>yothi. P. &amp; Venkatesh, D. N. (2012). Coal India Limited. In Jyothi, P. &amp; Venkatesh, D. N. (2012) <i>Human Resource Management</i>, 2/e, 219-221.</p> <ul style="list-style-type: none"> <li>• Pande, S. &amp; Basak, S. (2012). Infosys. In Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>, 549-551.</li> </ul>	
14	<p><b>Managing Compensation &amp; Incentives</b> Overview, Types; Job Evaluation-Concept &amp; Methods; Incentives &amp; Rewards; Benefits and Service; Compensating Diverse Workforce.</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.248-311).</li> <li>• Sinha, PRN, Shekhar, SP &amp; Bala, Indu (2016). <i>Human Resource Management</i>. New Delhi: Cengage (pp.129-252).</li> <li>• Ashwathappa, K. (2010). <i>Human Resource Management – Text and Cases</i>, 6/e. Ch. 11, 12 &amp; 13.</li> <li>• Snell, S., Bohlander, G. &amp; Vohra, V. (2010). <i>Human Resource Management – A South-Asian Perspective</i>. Ch 8, 9.</li> <li>• Dessler, G. &amp; Varkkey, B. (2011). <i>Human Resource Management</i>, 12/e. Ch 11.</li> </ul> <p><b>Article Review:</b></p> <ul style="list-style-type: none"> <li>• Pfeffer, J. (2008). Six Dangerous Myths About Pay. <i>Harvard Business Review</i>, May-June, 2008, 109-119.</li> </ul> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>• Jyothi. P. &amp; Venkatesh, D. N. (2012). Compensation in Chennai Plastics Limited. In Jyothi, P. &amp; Venkatesh, D. N. (2012) <i>Human Resource Management</i>, 2/e, 347-348.</li> </ul>	LO2
15	<p><b>Managing Careers Proactive Career Management; Career Management – Individuals and Organizations; Organizational Succession Planning; Career Planning and Progression.</b></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>• Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.442-467).</li> <li>• Cascio, W.F. &amp; Nambudiri, R. (2010). <i>Managing Human Resources</i>, 8/e. Ch 10.</li> <li>• Dessler, G. &amp; Varkkey, B. (2012). <i>Human Resource Management</i>, 12/e. Ch. 10.</li> <li>• Jyothi, P. &amp; Venkatesh, D. N. (2012). <i>Human Resource Management</i>, 2/e. Ch 9.</li> </ul> <p><b>Article Review:</b></p> <ul style="list-style-type: none"> <li>• Benko, C. &amp; Weisberg, A. (2008). Deloitte Introduction to Mass Career Customization – Aligning the Workplace with Today's Workforce.</li> </ul>	LO4, LO4

		<p><i>Harvard Business School Press, 2008, 1-20.</i></p> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>Jyothi. P. &amp; Venkatesh, D. N. (2012). Career Development Issues in XYZ Bank. In Human Resource Management, 2/e, 184-185.</li> </ul>	
16-17-18	<p><b>Industrial Relations &amp; Labour Laws</b> Nature &amp; Importance; <b>Unions - Employee and Management Perspectives; Industrial Relations-Indian Perspective; Parties to IR; Trade Union Movement in India; Unions Globally.</b></p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>Sinha, PRN, Shekhar, SP &amp; Bala, Indu (2016). Human Resource Management. New Delhi: Cengage (pp.277-380).</li> <li>Pande, S. &amp; Basak, S. (2012). <i>Human Resource Management</i>. New Delhi: Vikas (pp.216-247).</li> <li>swathappa, K. (2010). <i>Human Resource Management- Text and Cases</i>, 6/e. Ch 22</li> <li>ratton, J. &amp; Gold, J. (2007). <i>Human Resource Management</i>. New York: Palgrave Macmillan. Ch 7.</li> <li>Jyothi, P. &amp; Venkatesh, D. N. (2012). <i>Human Resource Management</i>, 2/e. Ch 16</li> <li>Mathis, R. L., Jackson, J. H. &amp; Tripathi, M. R. (2012). <i>Human Resource Management-A South-Asian Perspective</i>. Ch 16</li> </ul> <p><b>Cases:</b></p> <ul style="list-style-type: none"> <li>Mathis, R. L., Jackson, J. H. &amp; Tripathi, M. R. (2012). The Trouble Within. In <i>Human Resource Management-A South-Asian Perspective</i>, 639-641.</li> <li>Jyothi, P. &amp; Venkatesh, D. N. (2012). Industrial Relations and Mumbai Textiles Pvt. Limited. In <i>Human Resource Management</i>, 2/e, 380.</li> </ul>	LO4
19-20	<p><b>Globalization &amp; International HRM</b> Concept and Significance; Domestic HRM vs IHRM; Global Mobility; International Staffing; Training; Process and Design; Performance Management in Global Context-Complexities &amp; Challenges;</p>	<p><b>Readings:</b> Sinha, PRN, Shekhar, SP &amp; Bala, Indu (2016). Human Resource Management. New Delhi: Cengage (Chapter 17, pg 433)</p> <ul style="list-style-type: none"> <li>Pande, S. &amp; Basak, S. (2012). Human Resource Management. New Delhi: Vikas (pp.563-579).</li> <li>Aswathappa, K. (2010). Human Resource Management- Text and Cases, 6/e. Ch 28</li> <li>Dessler, G. &amp; Varrkey, B (2011). Human Resource Management, 12/e. Ch 17.</li> <li>Cascio, Wayne F. &amp; Nambudiri, R. (2010). Managing Human Resources,</li> </ul>	LO5

	Managing Expatriation, Repatriation.	<p>8/e. Ch 16</p> <p><b>Article Review:</b></p> <p>Dutta, A. &amp; Krishnatray, P. (2006). The Challenge of Managing Homecoming, <i>Indian Management</i>, February 2006, 28-38.</p> <p><b>Case:</b></p> <ul style="list-style-type: none"> <li>• Cascio, Wayne F. &amp; Nambudiri, R. (2010). The HRM Challenge in India. In <i>Managing Human Resources</i>, 8/e, 642-643.</li> </ul>	
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