



ANDHRA PRADESH STATE COUNCIL OF HIGHER EDUCATION

MINOR

Subject: HUMAN RESOURCE MANAGEMENT

w.e.f. AY 2023-24

COURSE STRUCTURE

Semester	Course Number	Course Name	No. of Hrs/Week	No. of Credits
II	1	Principles of HRM	4	4
III	2	Change Management	4	4
IV	3	Talent Management	4	4
IV	4	Training and Development	4	4
V	5	Labour Legislations and Compensation Management	4	4
V	6	Organisation Behaviour	4	4

SEMESTER-II
COURSE 1: PRINCIPLES OF HRM

Theory

Credits: 4

4 hrs/week

Course Objectives:

- To understand the significance of human resource management and role of executives.
- To acquire knowledge on procurement and development functions.
- To understand the sources of recruitment and selection process.
- To gain knowledge on training and development methods.
- To understand the concept of Industrial relations and its impact on HRM.

UNIT-1: INTRODUCTION:

Importance of Human Resource Management – Meaning, Nature and Scope, Functions and Role of HR Manager – Advisory and service function to other department – HRM function planning – objectives and policies, organizing the HRM Department.

UNIT-II: PROCUREMENT AND DEVELOPMENT FUNCTIONS:

Job Analysis, Job description, job specification, recruitment, selection, placement and induction and socialization.

UNIT-III: TRAINING:

Significance and Importance of Training, Designing of a Training Program, Methods of Training, Evaluation of Training effectiveness. Executive Development: Concept, Techniques, Employee Training Vs. Executive Development.

UNIT-IV: JOB EVALUATION:

Essentials of Job Evaluation, Methods of Job Evaluation. Performance Appraisal: Importance, Process of Performance Appraisal and Methods of Performance Appraisal, Compensation: Introduction to Compensation Management, Objectives and components of Compensation.

UNIT-V: INDUSTRIAL RELATIONS:

Definition of Industrial Relation, Objectives of Industrial Relations, Industrial Disputes-Types of Industrial Disputes, grievance Redressal Procedure, Collective Bargaining-Objectives of Collective bargaining, Process of Collective bargaining, types of Collective bargaining.

Reference Books:

1. A Text book of Human Resource Management – C. B. Mamoria & S. V. Gankar. Publication - Himalaya Publishing House.
2. Personnel and human Resource management - Text & cases, P Subba Rao, Publication - Himalaya Publishing House.
3. Human resource Management – P. Jyothi, Publication – Oxford University Press.
4. Human Resource Management , Ninth Edition, R.Wayne Mondy, Robert M, Noe, Publication Pearson Education.

SEMESTER-III
COURSE 2: CHANGE MANAGEMENT

Theory Credits: 4 4 hrs/week

Course Objectives:

- To impart students the knowledge of Organizational Change.
- To equip the students with the basic types of change.
- To provide them with the knowledge on implementing change.
- To understand the role of HR in Technological Change.
- To understand the concept of Organizational Development..

UNIT- I ORGANIZATIONAL CHANGE

Concept and Significance; Managing Change; Concept of Analysing the different factors in the Environment driving change; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change to organizations.

UNIT-II TYPES OF CHANGE

Continuous or Incremental Change, Discontinuous or Radical Change, Participative Change and Directive Change; Change agents; Levels of Change- Knowledge Changes, Attitudinal Changes, Individual Behaviour Changes and Organizational Performance Changes.

UNIT-III IMPLEMENTING CHANGE

Steps in the process of change- Establishing a New Direction for the Organization, Setting up of Change Teams, Change agents. Resistance to change – causes of resistance and dealing with resistance to change. Aligning Structure, Systems and Resources, Removing road Blocks. Theory of Force Field Analysis, Absorbing Changes into Organization.

UNIT-IV HR AND TECHNOLOGICAL CHANGE

Introduction special features of new technology, organizational implications of technological change, Emerging profile HR in the management of Change. Employee Empowerment, Emotional Intelligence, Managing work stress for enhancing employee productivity.

UNIT-V ORGANIZATIONAL DEVELOPMENT (OD)

Concept and Evolution, significance. OD Interventions- Diagnostic Activities, Team Building, Sensitivity Training, Third Party and Inter Group Interventions, Educational and Structural Interventions. Indian Experiences of OD in Public and Private Enterprises.

Reference Books:

1. Nilakant, V. and Ramnarayan, S., Managing Organisational Change, Response Books, New Delhi.
2. Beckhanrd, Richard and Harris, Reuben T., Organisational Transitions: Managing Complex Change, Addison, - Wesley, Mass.
3. Kanter, R.M., Stein, B.A and Jick, T.D., The Challenge of Organisational Change, Free Press, New York.
4. Hammer, Michael and Champy, James, Reengineering the Corporation: A Manifesto for Business Revolution, Harper Business, NewYork .

SEMESTER-IV

COURSE 3: TALENT MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives:

- This course focuses on the attraction, acquisition, and retention of talent in organizations.
- To understand talent acquisition process.
- In particular, the module will focus on the alignment of the talent management process with business strategy, with culture, and with people.
- To equip students with the basic knowledge of employee engagement.
- To understand about employee retention.

UNIT I: INTRODUCTION TO TALENT MANAGEMENT

Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, Some suggestive tools for Managing Talent.

UNIT II: TALENT ACQUISITION

Job analysis-Method of collecting information, developing questionnaires, interviews, developing job description & job specification. Developing HR planning process, Strategic Trends in Talent Acquisition, Talent acquisition management solutions; Preparing recruitment plan, Selection process, Use of assessment centres, Choosing the types of interviews.

UNIT III: ELEMENTS OF TALENT MANAGEMENT

The resourcing strategy- Attraction and retention policies and programs – Talent Audit – Role Development – Talent relationship management – Performance management – Total reward - Learning and development - Career management.

UNIT VI: TALENT MANAGEMENT STRATEGY

Building the talent pipeline; Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Leadership development.

UNIT V: EMPLOYEE RETENTION

Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model Contemporary Talent Management Issues and challenges.

Reference Books:

1. Dessler Gary, A Framework for Human Resource Management, Pearson.
2. Lance A Berger, Dorothy R Berger, Talent Management Hand Book, Mc.Graw Hill.
3. Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication.

SEMESTER-IV

COURSE 4: TRAINING AND DEVELOPMENT

Theory

Credits: 4

4 hrs/week

Course Objectives:

- Understand basic concepts associated with learning process, learning theories, training and development.
- Understand training needs, identification of training needs, training processes, training methods.
- To familiarize with evaluation design to assess training program effectiveness.
- Emerging trends in training and development.
- Relevance and usefulness of training expertise in the organizational work environment.

UNIT-I: TRAINING AND DEVELOPMENT

Introduction to Training- Scope, Objectives and Importance. Beneficiaries of Training, Factors influencing working and learning. Training Need Analysis, Training practices, Problems in Training process, emerging trends in training.

UNIT-II: STEPS IN TRAINING PROGRAM

Need for Training and Development, Role of training managers – Administrators, Consultants, Designers and Instructors, Identification of training needs – Potential macro needs, - Designing Competency Based training programs. Evaluation of training programs- Evaluation process, Feedback mechanism, Methods of Training Evaluation, Training Effectiveness Models - Kirkpatrick Model of Training Effectiveness, CIRO Model.

UNIT-III : TRAINING DESIGN

Introduction to Training Design, Factors affecting design of a training program, Designing a training module, Identification of Trainer, designing the Training Schedule, Preparing content, Study Material. Budgeting for training, types of cost involved in training programs. Identification of alternative methods of instruction. Conduct of the Program- Physical arrangements, Creating climate for learning, tips for effective implementation.

UNIT-IV: TRAINING METHODS AND TRAINER'S STYLE

Types of training- On-the-Job methods, Off-the -Job training methods (Job Instruction method, Job Rotation Method, presentation methods, hands on methods, group building methods), choosing a training method. Competence of trainer- Trainer's skills and style , Trainer's roles, Do's and Don'ts for Trainers.

UNIT-V : DEVELOPMENT

Executive Development- Need, importance of Training for Managers. Steps in the organization of Executive Development Programs, Techniques of Development Programs. Difference between Training and Development, Career Development. Counselling- Meaning of Counselling, Process of Counselling. Non- Directive Counselling, Evaluation of Counselling programs, Factors determining Effectiveness of Counselling.

Reference Books:

1. Gary Dessler, Human Resource Management, Pearson Education.
2. Noe, R.A. Employee Training & Development. McGraw-Hill India.
3. Aswathappa K, Human Resource to Personnel Management, Tata Mc Graw Hill.
4. Mamoria C.B and Mamoria S. Personnel Management, Himalaya Publishing Company.
5. Rolf, P and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.

SEMESTER-V

COURSE 5: LABOUR LEGISLATION AND COMPENSATION MANAGEMENT

Theory

Credits: 4

4 hrs/week

Course Objectives:

- To impart students with the knowledge of labour legislations in India.
- To comprehend the basic provisions of the Trade Unions Act 1926.
- To provide them with the knowledge on Social Security Legislations in India.
- To equip students with the basic knowledge of Employee Compensation and Wage concepts.
- To enable students with the understanding of wage determinants and wage fixation.

Unit-I: LABOUR LEGISLATION

Concept, Historical Development of Labour Legislation in India, Classification of Labour Legislation, Industrial Jurisprudence and Constitutional Frame Work.

Unit-II: BASIC ACTS IN LABOUR LEGISLATION

Factories Act 1948- Health, safety and welfare provisions, Prevention of sexual harassment act 2013- Meaning, objectives, measures, Trade unions Act 1926 - Principles, objectives and function of trade unions, weakness and essentials of trade unions.

Unit-III: SOCIAL SECURITY

Concepts of Social Insurance and Social assistance, objectives. Main provisions of The Employees Provident Fund Act 1952, The Payment of Gratuity Act 1972. (Calculation of contributions and benefits).

Unit-IV: EMPLOYEE COMPENSATION

Concept and Significance of Wage - CTC, Wage, Salary, Minimum Wage, Fair Wage, Living Wage, Need based minimum Wage. Wage Theories.

Unit-V: WAGE FIXATION MECHANISMS

Statutory Wage Fixation, role of Wage Boards, Pay Commission. Main provisions of Minimum Wages Act 1948, Payment of Wages Act 1936, Bonus Act 1965.

Reference Books:

1. Dipak Kumar Bhattacharya, Compensation Management, Oxford University Press.
2. Milkovich & Newman, Compensation, Tata McGraw Hill, New Delhi,
3. Kapoor, N.D., Elements of Labour Law, Sultan Chand and Sons, New Delhi.
4. Singh and Agarwal, Labour Industrial Laws, Pioneer Printers, Agra.

SEMESTER-V

COURSE 6: ORGANIZATION BEHAVIOUR

Theory

Credits: 4

4 hrs/week

Course Objectives:

- To understand individual and group behaviour at work place to improve the effectiveness of an organization.
- To understand different types of personality and learning styles.
- Comprehend concepts relating to group dynamics and conflict management.
- To understand leadership and its impact on group dynamics.
- To understand the process of Change management and issues involved in it.
- To understand organizational culture and organizational effectiveness.

UNIT-I: ORGANIZATIONAL BEHAVIOR

Organizational behaviour- Meaning, significance, evolution. Factors influencing organizational behaviour- Perception – concept and process of perception, Factors influencing perception. Values and Attitudes. Personality - Stages of personality development, Determinants of personality. Concept of Learning and theories of learning.

UNIT-II: GROUP DYNAMICS

Meaning of groups and group dynamics, Stages in the Formation of groups, Characteristics and Types of groups. Factors influencing group effectiveness- Group cohesiveness, Group decision making. Teams-Groups Vs Teams , Types of teams. Conflicts in groups- reasons for conflicts, Management of Conflict- application of Transactional Analysis, Johari Window.

UNIT-III: LEADERSHIP

Definition and Concept of Leadership , importance of Leadership, characteristics of an Effective Leader. Styles of Leadership, Managerial Grid, Leadership Continuum. Theories of Leadership. Impact of Leadership on effectiveness of groups .

UNIT-IV: MANAGEMENT OF CHANGE

Meaning and importance of Change, Factors driving organizational change. Response to change, role of Change Agents. Resistance to Change – Reasons for Resistance, dealing with resistance to change. Organizational Development – Significance and process of OD.

UNIT-V: ORGANIZATIONAL CULTURE

Concept of Organizational Culture, Significance of understanding organizational culture, Distinction between organizational culture and organizational climate. Factors influencing Organizational Culture. Organizational Effectiveness- Indicators of organizational effectiveness, achieving organizational effectiveness. Organizational Power and Politics.

Reference Books:

1. Robbins, P.Stephen - Organizational Behaviour-Concepts, Controversies & Applications - Prentice Hall of India Ltd., New Delhi.
2. Luthans Fred – Organizational Behaviour - McGraw Hill Publishers Co. Ltd., New Delhi,
3. Rao, VSP and Narayana, P.S. - Organization Theory & Behaviour - Konark Publishers Pvt. Ltd., Delhi.
4. Prasad, L.M - Organizational Theory & Behaviour - Sultan Chand & Sons, New Delhi.