



**SARDAR PATEL UNIVERSITY**

**Vallabh Vidyanagar**

**(Reaccredited with 'A' Grade by NAAC (CGPA 3.25))**

**Master of Social Work (Human Resource) – Semester II**

**(With Effect from June 2021)**

<b>Paper Code</b> PA02CSHR51	<b>Title of the paper</b> <b>Human Resource Management</b>	<b>Credits:</b> <b>05</b>
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<b>Course Objectives</b>	<ul style="list-style-type: none"><li>• To develop an understanding of how to effectively manage people</li><li>• To understand and carry out HR related responsibilities</li><li>• To become conversant with latest trends as well as the basics of the theory of human resource management</li></ul>
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<b>Course Outline:</b>		
<b>Unit</b>	<b>Unit Description</b>	<b>Weightage*</b>
<b>1</b>	<b>Introduction of Human Resource Management</b>	<b>20%</b>
	<ol style="list-style-type: none"><li>1. Human Resource Management: Definition, nature, scope and importance, Evolution of HRM, Objectives and functions. HRM and its Environment.</li><li>2. PM &amp; HRM: Difference between PM and HRM, Role of HR Professional/ Manager, Qualities of successful HR.</li><li>3. Organization of HR Department: Structure of HR Dept., line and staff aspects of HRM, relationship and linkages with other functional depts., personnel policies and principles. Model of HRM: Fombrun model, Harvard model, Guest model, Warwick model.</li><li>4. HR's Strategic role: SHRM, HR's role as a strategic partner, HR's role in executing strategy, HR's role in formulating strategy, HRIS, Human Capital Management, HR and Employee Performance and Commitment, Managing global HR</li><li>5. Introduction to social system approach HRM.</li></ol>	
<b>2</b>	<b>Procurement of Human Resources</b>	<b>20 %</b>
	<ol style="list-style-type: none"><li>1. Job Analysis: Nature and need of Job Analysis, steps in Job Analysis, methods of collecting information for Job Analysis, Quantitative Job Analysis techniques, Define Job Descriptions, Writing JD's, Define Job Specification, writing JS's.</li><li>2. HRP: Meaning and significance of matching right abilities to the right job, importance of HRP, its Objectives and Process, factors</li><li>3. affecting HRP, HR estimation- HR demand forecast.</li><li>4. Recruitment: Definition and Meaning, Need, planning of</li></ol>	

	<p>Recruitment, Process and sources of Recruitment, recruiting yield pyramid, study of live recruitment process, Succession planning.</p> <p>5. Selection: Define selection, Process of selection, types of tests and selection, work sampling technique, test of cognitive ability, achievement tests, situational testing.</p> <p>6. Interview: Types Interview techniques, Designing and conducting an effective interview, matching the candidature to the job, Activity on Mock interview.</p> <p>7. Induction &amp; Placement: Define Induction, Techniques requisites and evaluation of induction programmer, define placement, problems in placements</p>	
<b>3</b>	<b>Training, Developing, Appraising Employees and Managing Performance</b>	<b>20 %</b>
	<p>1. Training: Define Orientation, Definition and importance of training, objective and needs, training process, gaps in training, training programme and its evaluation, analysis of training needs, methods of training, training for special purposes</p> <p>2. Development: Define Development, need and importance of development, what is management development, EDP's/MDP's</p> <p>3. Performance Management System: Define PMS, Explain self appraisals, Performance appraisals, objectives and methods of performance appraisals, Performance counseling, Performance coaching, Performance Mentoring, Performance interviews, Edward Deming's view on PA, Legal issues associated with PA.</p> <p>4. Job Evaluation: Define Job evaluation, Scope and process of JE, methods of JE</p> <p>5. Managing Careers: Career Management process Career planning, Career path, Career development roles, managing promotions and transfers, types of promotion and transfer.</p>	
<b>4</b>	<b>Compensation and Productivity Management</b>	<b>20 %</b>
	<p>1. Wage &amp; Salary Administration: Define reward, compensation, wage, salary, establishing pay rates, compensation trends, factors affecting employee remuneration, wage and salary structure, minimum fair and living wage, wage policy in India, preparation of salary structure.</p> <p>2. Benefits and Services: Nature and need of B &amp; S, types of employee B &amp; S, fringe benefits, administration of B &amp; S, insurance – retirement-flexible benefits programmers.</p> <p>3. Incentive schemes: nature of incentive schemes, scope and type of incentive schemes, wage incentive schemes and plans in India, team or group variable plans, incentive schemes for</p>	

	operation employees, managers & executives, salespeople. 4. Productivity Management: Performance productivity management-through TQM, Kaizen, Quality circles.	
<b>5</b>	<b>Case Studies and Field Project</b>	<b>20 %</b>
	1. Compensation 2. Recruitment and Selection 3. Job Rotation and Evaluation 4. Career Planning 5. Performance Management System	

**\*Units will have the same weightage in the evaluation as suggested in the course outline**

<b>Teaching-Learning Environment</b>	The course would be taught /learnt through various means like lectures, discussions, assignments (individual / group), viva-voce, seminars, and presentations and browsing e- resources and organisational visits and projects (classroom and field).
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<b>Evaluation Pattern</b>		
<b>Sr. No</b>	<b>Details of the Evaluation</b>	<b>Weightage</b>
1	Internal Written/Practical Examination	20%
2	Internal continuous assessment in the form of viva-voce, quizzes, seminars, assignments, attendance, case studies and field projects.	10%
3	University Examination	70%

Note: Students will have to score a minimum of 40 (forty) percent to pass the course

<b>Course Outcome:</b> Having completed this course, student should be able to
<ul style="list-style-type: none"> <li>• Understand about managing people effectively at workplace.</li> <li>• Acquaint themselves with the HR practices and operations.</li> <li>• Understand about career planning and development.</li> <li>• Carry out projects that enable them employable and up scale their skills.</li> </ul>

<b>Suggested References</b>	
1	Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice.
2	Decenzo, D., & Robbins, S. (2002). Personnel Human Resource management, Prentice hall of India. <i>New Delhi</i> .
3	Ghosh, A. K. (2006). Human Resource Management (With cases) Manas Publications. <i>New Delhi</i> , 353-354.

4	Rao, T. V., & Pereira, D. F. (1986). Recent experiences in HRD.
5	Rao, V. S. P., & Krishna, V. H. (2009). <i>Management: Text and cases</i> . Excel Books India.
6	Varkkey, B., & Dessler, G. (2018). Human Resource Management 15th Edition (Revision).