

**(Revised)**  
**HUMAN RESOURCE PLANNING AND SELECTION**  
**Elective - II**  
**Course Code: MCHR-02**

Objective:

*The course provides framework for scientific human resource planning and selection both in terms of quantity, mainly in the context of Indian Corporate Environment.*

**Course Inputs:**

**Unit-I Introduction:**

Human Resource Planning-Concept, Process, Methods and Techniques, Job analysis-Process, Uses, Job design options-Job rotation, Job enlargement and Job enrichment, Job Design in a De-jobbed, Environment, Competency Approach to Job analysis. Team analysis, Team Design- Concept, types. Flexible Job environment, Job sharing, Flexitime and Flexiwork and Ergonomics.

**Unit-II: Recruitment and Selection:**

Strategic Management and Recruitment, Sources of Recruitment, Recruitment Techniques, Factors Affecting Recruitment, Theories of Recruitment, Recruitment Process and Policy, Assessment of Recruitment programme, constraints and challenges in Recruitment. Selection-Nature and importance, Steps, Scientific Selection, evaluation of selection system

**Unit-III: Employment Tests and Interview:**

Purposes of Tests, Characteristics of Tests, Types of Tests, Developing a Test, programme, Testing Guidelines, Role of Interview, forms, steps in interviewing, Interview Skills, Interview efficiency, Defects and Errors in interviewing.

**Unit-IV: Placement, Induction, Promotion and Transfers:**

Placement and Induction, Induction procedure, programme. Promotion-Purpose, types, programme and procedure, Policy, Transfer- purposes, Policy and procedure, types, and problems.

**Unit-V: H R Planning and Selection in the Modern Business Environment:**

E-Business and Neural Networks, Aspects of E-HRM: E-Job Design and Analysis, E-HR Planning, E-Recruitment, Applicant Tracking, E-Selection, E-Performance management, E-Training and Development, E-Compensation Management, E-HR Records, HR Information and Audit

**Suggested Reading:**

1. Mamoria C. B and Rao VSP Personal Management. Himalaya Publishing House, 30<sup>th</sup> Edition: 2012
2. Rao Subba P, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 3<sup>rd</sup> Edition 2010
3. Flipppo, Edwin B. Personnel Management, McGraw Hill, New Delhi.
4. Pigors P. and Charles A. Myres - Personnel Administration- A Viewpoint and a Method, McGraw Hill, London, 1981.
5. Earnest J. McCremick, Job Analysis - Methods and Applications, AMACOM, New York, 1979
6. Gopalji, Personnel Management in Indian Industries, Ashish Publishing, New Delhi, 1985

**(Revised)**  
**HUMAN RESOURCE MANAGEMENT**  
**Elective - III**  
**Course Code: MCHR-03**

**Objective:**

*The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organization. This knowledge would make the students capable of employing these techniques to harness the best of each individual working in the organization.*

**Unit-I: The Strategic role of Human Resource Management:**

Introduction, Human Resource Management Roots of HRM, Components of HRM, Strategic Human Resource Management, Traditional HR and Modern HR management/practices. HRM in the New Millennium.

**Unit-II: Personnel Management:**

Functions, Emergency role of personal Management. Organisational structure of the Personal Department. Responsibility of Personal Specialist. Personal policies:- Needs and importance, objectives, principles, origin and sources, types, Mechanism of policy formulation.

**Unit-III: Rewards, Incentives, Grievances and Discipline:**

Types of Rewards, Nature and importance of Incentive Schemes, Compensation, Grievances- Meaning, Causes, Procedure, Discipline and Disciplinary action. Industrial Conflict- Impacts and consequences, Current issues, challenges, resolution methods. The Industrial Disputes Amendment Bill 2010.

**Unit-IV: Human Development and Training:**

Need, importance, methods of training, designing training programme, Evaluation of training programme, Executive development- Need, process and climate, Techniques of Management, Development and case studies of corporate sectors and other organisation.

**Unit-V: Contemporary Issues in HRM:**

Introduction, sexual Harassment, Employee engagement, Employer as a Brand, Talent Management-concepts, issues and challenges, career planning and management, Work- life Balance, E-HRM and E-learning in India Electronic HRM functions and E-learning.

**Suggested Reading:**

1. Mamoria C. B and Rao VSP Personal Management. Himalaya Publishing House, 30<sup>th</sup> Edition: 2012
2. Rao Subba P, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 3<sup>rd</sup> Edition 2010
3. Dressler: Human Resource Management; 8<sup>th</sup> Ed. Pearson Education, 2002.
4. De Cenzo and Robbins: Personnel/Human Resource Management; Prentice Hall of India, 1998.
5. S.K.Chakraborty: Values and Ethics for Organization' Oxford University Press, 1999.
6. Aswathappa: Human Resource and Personnel Management; Tata McGraw Hill, New Delhi, 2002.
7. A.M. Sheikh: Human Resource Development and Management; S.Chand & Co, New Delhi.

**(Revised)**  
**HUMAN RESOURCE DEVELOPMENT**  
**Elective - IV**  
**Course Code: MCHR-04**

**Objective:**

*The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals in organisations they work for.*

**Course Inputs:**

**Unit-I: Human Resource Development:**

Concept and evolution, Human Resource mobilizations, HRD objective, Need of HRD, HRD mechanisms, processes and outcomes, strategic interventions in HRD, sectors and target group.

**Unit-II: HRD and Management:**

Attitude of top management towards HRD, motivational aspects of HRD, Trends and Practices, Line Manager and HRD. Career Planning and Development-Concept, Elements, steps, Merits and Demerits and Counselling. Absenteeism- Types, causes and measures. Labour Turnover.

**Unit-III: HRD Activities:**

HRD culture and climate, elements of HRD climate, measurement of HRD climate, factors of HRD climate, Workers Participation in Management- Types, levels and objectives. Employee safety, health and welfare- Industrial Accident and Industrial Injury, safety programme, Industrial health, Labour welfare work.

**Unit-IV: HRD in Organisation:**

Labour-Management Relations, Industrial Relations- concept, objectives, importance, factors Affecting industrial relations and Approaches, Trade Unions- features, function, structure, problem/challenges of Trade Union in India. Collective Bargaining- Nature Process of Negotiation, Recent Trends in collective Bargaining. HR and the Global challenges Emerging issues in International HRD.

**Unit-V: Human Resource Records, Audit, Research Accounting and HR Information System:**

Personal Reports, Human Resource Audit- objective, importance, scope types. Audit Report, Human Resource Research- objective and scope, methods and tools, Research Procedure and Accountability, Human Resource Accounting-need, objectives, methods of valuation of HR Benefits of HRA, Human Resource Information System (HRIS)- Need, importance.

**Suggested Reading:**

1. Mamoria C. B and Rao VSP Personal Management. Himalaya Publishing House, 30<sup>th</sup> Edition: 2012
2. Rao Subba P, Essentials of Human Resource Management and Industrial Relations, Himalaya Publishing House, 3<sup>rd</sup> Edition 2010
3. Werner, Jon M. And Randy L. Desimone, Human Resource Development, South-Western Educational Publishing, 6<sup>th</sup> Edition, 2009.
4. Nadler, L (ed), Corporate Human Resource Development, Van Nostrand Reinhold, 1980.
5. Parek V. and T.V. Rao, Designing and Planning Human Resource Systems, Oxford and IBH, New Delhi, 1985.