

COO3B2 Human Resource Development [4 Credits]

Learning Objective: of this paper is to make students aware of how an organization acquires rewards, motivates, uses, and generally manages its people effectively. The course also introduces various practices and techniques for evaluating performance, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace.

UNIT 1: Human Resource Planning and Recruitment (12 Hours)

Human Resource Planning- Meaning, Definition, Objective, Need, Scope and benefit of Human Resource Planning- Process of human resource Planning – Recruitment and Selection – Meaning – Definition – Need- Sources of recruitment: External & Internal – Factors governing recruitment – Recruitment process of internal v/s external recruitment- Advantage and disadvantages-Selection process –types of interview and common Interview problems. Job Analysis – Job description and Job Specialization-Job Enlargement and Job enrichment.

UNIT 2: Direct and Indirect Compensation and Pay for Performance (12 Hours)

Direct compensation: Wage and Salary – Traditional Approach to compensation: Internal Equity and External Equity, Indirect Compensation: Employee Benefits. PFP - Determinants of effective PFP, Problems with PFP, legal implications of PFP and steps in selection of a PFP system.

UNIT 3: Training and Performance Appraisal (12 Hours)

Training & Performance Appraisal – Training: Meaning, Definition and Importance of training, Training process – Methods and techniques of training. Performance Appraisal: Meaning, Definition and Objective of performance appraisal, Appraisal Process and Methods of Performance Appraisal, Problems encountered in Performance Appraisal.

UNIT 4: Human Relations and Human Resource Management (12 Hours)

Fundamental concepts – nature of people, Nature of organizations. Approaches – human resource approach, result oriented approach and systems approach. Understanding social system and social culture and organizational culture. Career Planning, Succession planning, Employee counseling, coaching, mentoring and HR audit.

UNIT 5: Leadership, Motivation, Empowerment, and Participation (12 Hours)

The nature of leadership, Behavioral approaches to leadership styles and Contingency approaches to leadership. Motivation – Motivational drives, Human needs – Theories of motivation and The Expectancy Model. The nature of Empowerment and Participation, participative process and impact on managerial power, programs for participation and case studies.

Suggested Readings:

1. Ashwathappa, K. *Human Resource Management*. 6. s.l. : Mc Graw hill.
2. Ashwathappa, K. *Organisational Behaviour*. s.l. : Himalaya Publishing House, 2005.
3. Dessler, Gary. *Human Resource Management*. 9. s.l. : Prentice Hall.
4. Bhatia, S. K. *International Human Resource Management*. s.l. : Deep & Deep Publications Pvt. Ltd., 2005.
5. Michael, Dr V P. *Human Resources Management and Human Relations*. 7. s.l. : Himalaya Publications.
6. Rao, Dr P Subba. *Personnel and Human Resource Management*. 5. s.l. : Himalaya Publications.
7. Newstrom, John W. *Organisational Behaviour*. 12. s.l. : Mc Graw Hill.
8. Gupta, Margie Parikh & Rajen. *Organisational Behaviour*. s.l. : Mc Graw Hill.
9. Bernardin, H. John. *Human Resource Management-An experimental approach*. 6. s.l. : Mc Graw Hill.
10. *Asia Pacific Journal of Human Resources*. s.l. : Wiley - Blackwell.
11. *Human Resource Management Journal*. s.l. : Wiley - Blackwell.
12. *Human Resource Management Review*. s.l. : Elsevier Science BV.