

**JAIPURIA INSTITUTE OF MANAGEMENT NOIDA**

**PGDM TRIMESTER II; Academic Year: 2019-20**

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| Course Code and title | HR 201, Managing Human Resources |
| Credits | 03 |
| Term and Year | II Term, 2019-20 |
| Course Pre-requisite(s) | Principles of Management and OB Courses |
| Course Requirement(s) | - |
| Course Schedule (day & time of class) | Please refer to the Class schedule |
| Classroom # (Location) | As per Time Table or Notified otherwise |
| Course Instructor | **Prof. Swati Agrawal**, Prof. Rahuul Singh, Prof. JS Kaushal |
| Course Instructor Email | swati.agrawal@jaipuria.ac.in; |
| Course Instructor Phone (Office) | 0120-4638, Ext. 353 |
| Student Consultation Hours | As notified by PMC |
| Office location | 1st Floor & IT Lab Faculty Area |

# 1. Course Overview

Considering, “Every Line Manager as People Manager” in today’s changing business landscape and organizational setups, it is the need of the hour to understand the HR’s business partnership role for delivering on both the front, HRM and Bottom-line simultaneously. The Managing Human Resources course is designed to expose students to learn the intricacies of managing HR across verticals such as; acquiring talent, training, developing, managing performance, compensating, rewarding and recognizing talents. The smooth management of these HR functions lead to enhanced employee motivation and satisfaction that leverage healthy employeremployee relations in the long-run.

The course stems out of understanding basic premise of business, its linkage with human resources amidst global competitiveness, technological change and industrial transition. The course will be able to establish concepts & skills required for advanced level of HR courses. Students will be encouraged to develop their analytical skills while appreciating and understanding the basic HRM frameworks and functions. Treatment of the course through linemanagers’ perspective will broaden perceptions of both, HR and non-HR students, all together.

## 2. Course Learning Outcomes (CLOs)

At the end of the course, the students will be able to:

**CLO 1:** Identify HR functions from a line manager’s perspective.

**CLO 2:** Apply functional knowledge of HR for people-related decision-making.

**CLO 3:** Analyze HR functions and best practices of contemporary organizations.

# Mapping of CLOs with PLOs (Programme Learning Outcomes)

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| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **PLO-1** | **PLO-2** | **PLO-3** | **PLO-4** | **PLO-5** | **PLO 6** | **PLO-7** | **PLO-8** |
| **CLO1** |  |  | X |  |  |  |  |  |
| **CLO2** |  |  | X |  |  |  |  |  |
| **CLO3** |  |  |  |  | X |  |  |  |

# Mapping of CLOs with GAs (Graduate Attributes)

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **GA 1** | **GA 2** | **GA 3** | **GA 4** | **GA 5** | **GA 6** | **GA 7** | **GA 8** |
| **CLO 1** |  | X |  |  |  |  |  |  |
| **CLO 2** |  |  | X |  |  |  |  |  |
| **CLO 3** |  |  | X |  |  |  |  |  |

## 4. Text Book -

Mathis, R.L., Jackson, J.H. and Tripathy, M.R. (2015). *Human Resource Management – A South-Asian Perspective*, 13th Edition, New Delhi: Cengage Learning.

## 5. Session Plan

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| --- | --- | --- | --- | --- | --- | --- |
| **Session** | **Topic/ Sub Topic** | **Reading Reference** | **Pedagogy** | **Session Learning Outcomes** | | **CLO** |
| **Module I:** **Introduction to Managing Human Resource** | | | |  | |  |
| 1 | Introduction to course and fundamentals of managing people. | Text, Ch 1 Pp 1-17 | Discussion &  Video | Illustrate the  concepts of HRM | | CLO 1 |
| 2 | HR as a Business Partner | Text Ch 2 Pp. 44-47 | Case  Discussion | Discuss the significance of Strategic HRM | | CLO 1 |
| **Module II: HR Planning** | | | |  | |  |
| 3 | Internal & External  Environmental Analysis | Text Ch. 2 Pp.47-51 | Discussion | Classify internal and external factors affecting HRM | | CLO 1 |
| 4 | HR Planning | Text Ch. 5  Pp. 164172 | Activity:  Scenario  Mapping | Plan workforce w.r.t. given demand &  supply equation | | CLO 1 |
| 5 | Job Analysis (JA)   Job Description & Job Specification | Text Ch. 4 Pp.140-154 | Exercise on  JD/JS  Example: Job  Analysis of  HR Manager | Develop JD & JS for different posts | | CLO 2 |
| **Module III: Human Resource Management Functions** | | | |  | |  |
| 6 | Recruitment   Sourcing Candidates | Text, Ch.6  Pp.200-229 | Exercise:  Creating a Recruitment Ad. | Attract prospective candidates using different methods. | | CLO 1 & 2 |
| 7 | Selection & Placement  Process and Tools | Text, Ch.7 Pp.238-252 | Discussion | Explain key methods of selection and its processes | | CLO 1 |
| 8 | Employment Tests &  Interviews   Selection Errors | Text, Ch.7  Pp.249-253 | Discussion & Simulation through | Comprehend testing concepts and interview techniques. | | CLO 1 |
| 9 | Conducting Interview | Text Ch. 6 Pp.220-223 | Role Play /  Mock  Interview | Build effective  interviewing skills | | CLO 2 |
| 10 | Training   Methods & Evaluation | Text Ch. 8 Pp.274-286 | Discussion | Identify relevant training needs for developing relevant training programme | | CLO 1 |
| 11 | Designing Training Programme | Text Ch 8 Pp.287-298 | Activity:  Develop  Training Prog. | Develop a training programme | | CLO 2 |
| 12 | Performance  Management System   Appraisal Process | Text Ch 10 pp. 353371 | Discussion | Describe performance appraisal & processes | | CLO 2 |
| 13 | Performance  Assessment   * Appraisal Methods * Performance Review   & Appraisal  Interviews | Text Ch 10 Pp 373-386 | Case  Discussion | Use appropriate appraisal methods and avoid various  errors in appraisal | | CLO 2 |
| 14 | Compensation   Components of Compensation | Text Ch 11 Pp 400-412 | Discussion | Identify compensation components and pay determinants | | CLO 2 |
|  |  Basic Factors in  Determining Pay |  |  |  | |  |
| 15 | Compensation   * Benefits and Incentives * Components of CTC | Text Ch 11  Pp 412-431    Text Ch 12  Pp 442-462 | Exercise: Design PFP based CTC for Sales Reps. | Define pay-forperformance and design a basic  compensation plan | | CLO 2 |
| 16 | Understanding IR & Employee Relations | Text Ch 14  Pp 517524, 532-  538 | Case  Discussion | Discuss the basics relations between employer and  employee | | CLO 2 |
| 17 | Mechanism to Handle  Industrial Dispute and  Related Laws | Text Ch 15  Pp 552573, 576-  581, 590627 | Discussion | Explain grievance redressal process as per prescribed laws | | CLO 1 |
| **MODULE IV Contemporary HR Practices** | | | | | | |
| 18 | HR Outsourcing & HR  Shared Services | Instructor Note | Discussion | Identify HR functions for  outsourcing | | CLO 1,  3 |
| 19 | e-HRM | Instructor Note | Discussion | Appreciate role of technology in managing HR. | | CLO 1,  3 |
| 20 | Diversity Management | Instructor Note | Discussion | Describe issues and benefits for managing diversity in organization. | | CLO 1,  3 |
| 21 | HR Analytics | Instructor Notes |  | Explain evidence based decision making in HR |  | CLO 1 |
| 22 | Group Project | - | Presentation | Analyze Best  Practices | HR | CLO 3 |
| 23 | Group Project | - | Presentation | Analyze Best  Practices | HR | CLO 3 |
| 24 | Summing Up: Learning Integration & Feedback | - | Discussion | Reflection on Learning |  | - |

**Additional Resource:**

Dessler, G. & Varkkey, B. (2013). *Human Resource Management (*12ed.). New Delhi: Pearson.

# 5. Assessment Task

The course- Managing Human Resources will have four assessment components (including the End-Term examination). The weightage and task details are hereby provided below for a ready reference.

|  |  |  |  |
| --- | --- | --- | --- |
| **Assessment Item** | **Description** | **Weightage** | **CLOs mapped** |
| Quizzes | Moodle based two quizzes (MCQs and T&F types) carrying 10 marks each. | 15% | CLO 1 |
| Classroom Activity | Exercises based on functional HR knowledge applicable to specific problem/situation. | 20% | CLO 2 |
| Group Project | Study of two HR functions at an organizations and examine HR practices within that domain. | 25% | CLO 3 |
| End Term Examination | Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples | 40% | CLO 1, 2 |

# ASSESSMENT TASK DESCRIPTION

**Assessment 1: On Moodle**

Assessment Detail: Quizzes

Description: Two quizzes would be conducted by the course instructor and both will be evaluated. Participants are required to prepare for these along-with the course progression.

Criteria used to grade this task: Comprehension (75%) and application (25%)

Task Assessor: Internal Faculty

Submission Detail: Soft Copy (on Moodle)

Feedback: Script saved on LMS and Accessible to students in a term; feedback will be given within the next 2 sessions after assessment.

# Assessment 2: Class-room Activity

Assessment Detail: Individual Problem Solving Exercise

Description: Two exercises on a conceptual HR framework, namely; Job Analysis for JD & JS and Designing of PFP based CTC for Sales Reps. for testing conceptual clarity and problem solving would be conducted by the course instructor in the classroom.

Criteria used to grade this task: Comprehension (50%) and application (50%)

Task Assessor: Internal Faculty

Submission Detail: Hardcopy in the Classroom

Feedback: Submitted script will be evaluated; feedback will be given two weeks from the assessment day.

# Assessment Task 3: Beyond Classroom

Assessment Details: Group Project

Description: Within the study groups, students during the first two sessions (introductory module), each group will study two different HR verticals in an organization. Using personal interview of the HR representative of the organization, a detailed report (Word doc. & Turnitin based Anti-plag. report) will be uploaded on Moodle followed by group presentations. Criteria used to grade this task: Comprehension (40%), Analysis (40%), and Synthesis (20%)

Task Assessor: Internal Faculty

Suggested time to devote to this task: 30-35 hours minimum per week.

Submission details: On or before the notified deadline on Moodle.

Feedback and return of work: One week after the submission date.

# Assessment Task 4: Culmination of the course as Hall Examination

Assessment Details: End Term Exams

Description: Questions based on the course content will be posed to the students to give adequate responses with suitable illustrations and examples.

Criteria used to grade this task: Comprehension (50%), application (50%)

Task Assessor: Internal faculty and Internal Examiner question paper setter

Suggested time to devote to this task: End of term

Submission details: Hall Examination

Feedback and return of work: Feedback during showing of answer scripts; the answer scripts will not be returned.

**Time budgeting in course planning:**

Please note that while assigning activities and planning teaching schedules following table may be of help. The weightage of items in the table is prescriptive and may vary according to course requirement. Yet it is indicative of how ***student time per course*** can be budgeted:

|  |  |  |
| --- | --- | --- |
| **Activity** | **Description** | **Time Budgeted** |
| Classes | 2 ½ to 3 ¾ hours/week for 12 weeks | 30 hours |
| Reading | Prescribed readings, text | 25 hours |
| Revisiting key HR functions, Preparation of PI Questions, | Group Project | 25 hours |
| Preparation of Quizzes/ class activity | Reading | 20 hours |
| Study and revision for test and end of Trimester examination | Self-preparations | 25 hours |
| **TOTAL** |  | 125 hours |

## 9. Academic Conduct

Students will be expected to maintain a daily log of their learning and make an action plan. The continuous evaluation tools would be implemented as per schedule and collected for evaluation. Students are encouraged to visit videos available on Impartus, you tube on TED talks, and readings available at websites like course era, etc.

# Institute’s Policy Statements

It is the responsibility of every student to be aware of the requirements for this course, and understand the specific details included in this document. It is emphasized that this course requires a significant commitment outside of formal class contact. The learning tasks in this course may include classes (lectures or seminars), required reading, the preparation of answers to set questions, exercises and problems, and self-study. In addition, students may be required to complete an assignment, test or examination.

# LMS-Moodle/Impartus

LMS-Moodle/Impartus is used to host course resources for all courses. Students can download Lecture, additional reading materials, and tutorial notes to support class participation.

# Late Submission

Assessment tasks submitted after the due date, without prior approval/arrangement, will be not be accepted. Requests for extension of time must be made with the faculty member concerned and based on Special Consideration guidelines on basis of cumulative reduction of marks per day as stated by course instructor.

# Plagiarism

Plagiarism is looked at as the presentation of the expressed thought or work of another person as though it is one's own without properly acknowledging that person.

Cases of plagiarism will be dealt with according to Plagiarism Policy of the institute. It is advisable that students should read Student Handbook for detailed guidelines. It is also advisable that students must not allow other students to copy their work and must take care to safeguard against this happening. In cases of copying, normally all students involved will be penalized equally; an exception will be if the student can demonstrate the work is their own and they took reasonable care to safeguard against copying.

## List of PLOs

PLO 1: Communicate effectively and display inter-personnel skills

PLO 2: Demonstrate Leadership and Teamwork towards achievement of organizational goals

PLO 3: Apply relevant conceptual frameworks for effective decision-making

PLO 4: Develop an entrepreneurial mindset for optimal business solutions

PLO 5: Evaluate the relationship between business environment and organizations

PLO 6: Demonstrate sustainable and ethical business practices

PLO 7: Leverage technologies for business decisions

PLO 8: Demonstrate capability as an Independent learner

# List of GAs

GA 1: Self-initiative

GA 2: Deep discipline knowledge

GA 3: Critical thinking and Problem solving

GA 4: Humility, Team-Building and Leadership Skills

GA 5: Open and Clear Communication

GA 6: Global outlook

GA 7: Ethical competency and sustainable mindset

GA 8: Entrepreneurial and innovative

**Rubric for CLOs**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **CLOs** | **Level 1: Beginning** | **Level 2: Average** | **Level 3: Accomplished** | **Level 4: Excellent** |
| **CLO 1** | Not able to demonstrate basic understanding of HR functions | Partially able to demonstrate basic understanding of HR functions | Able to the identify most of the dimensions of HRM and its strategic role. | Able to relate HR with business environment and strategies. |
| **CLO2** | Not able to apply conceptual HR framework for people related decision making | Able to apply only few conceptual framework of HR for decision making | Able to apply most of the HR framework for decision making | Able to apply all the conceptual knowledge for HR decision making |
| **CLO3** | Not able to examine contemporary HR practices of different organizations | Somewhat able to  examine only few HR practices at organizations | Able to examine most of the contemporary HR practices of organizations | Able to examine all the HR practices of organizations and benchmark |

## RUBRICS FOR QUIZ

**CLO1:** Demonstrate basic understanding of HR functions from a line manager’s perspective.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criterion** | **Below Expectations** | **Meets Expectations** | **Exceeds**  **Expectations** |
| **Conceptual Understanding** Max. 15  BE < 5, ME 6-11, EE 12-15 | Little or no conceptual understanding of concepts | Many of concepts are clear and understood well | Majority of the concepts are clear |

## RUBRICS FOR CLASSROOM EXERCISES

**CLO 2:** Apply functional knowledge of HR for people-related decision-making.

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| --- | --- | --- | --- |
| **Criteria** | **Below Expectations** | **Meets Expectations** | **Exceeds**  **Expectations** |
| **Accuracy**  Max. 10  BE < 3, ME 3-5, EE 5-10 | Shows little or no accuracy in application of conceptual understanding of key HR concepts. | Able to apply many of the HR concepts with accuracy to take decisions on HR issues. | Able to apply all the  conceptual framework with utmost accuracy in HR decisions. |
| **Interpretation**  Max. 10  BE < 3, ME 3-5, EE 5-10 | Not able to interpret decisions based on key findings/parameters. | Reasonably able to interpret decisions based on key findings/parameters. | Able to apply and interpret all the equations before and after decisions. |

## RUBRICS FOR GROUP PROJECT

**CLO 3:** Analyze select HR functions and best practices of contemporary organization.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria** | **Below Expectations** | **Meets Expectations** | **Exceeds Expectations** |
| **Specifications &**  **Organization (CLO3)** Max. 10  (BE <3, ME 4-7, EE >8) | Follows few directions and only a few established criteria are met. | Follows most directions and most criteria met. | Follows all directions and all criteria met. Completes as per defined theme/topic. |
| **Examination &**  **Synthesis** **(CLO3)**  Max. 20  (BE <5, ME 6-14, EE >15) | Lacks depth of understanding of the project; does not make  an original contribution; the quality of the data collection and poor examination. | Demonstrates understanding of all aspects of the subject; tries to examine and make sense of collected reasonably well and concludes accordingly. | Is original and significant; expresses new and independent ideas; addresses important issues; uses or develops new dimensions. |
| **Participation (CLO3)**  Max. 10  (BE <3, ME 4-7, EE >8) | Participates minimally. Shows a little concern for goals. Defaults with the submission deadlines. | Participates in group. Shows concern for goals/setting.  Completes assigned tasks on time. | Participates actively.  Leads the group tasks. Helps direct the group in setting goals.  Thoroughly completes assigned tasks in time |

## RUBRICS FOR END TERM

**CLO 1:** Demonstrate basic understanding of HR functions from a line manager’s perspective. **CLO 2:** Apply functional knowledge of HR for people-related decision-making.

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| --- | --- | --- | --- |
| **Criteria** | **Below Expectations** | **Meets Expectations** | **Exceeds Expectations** |
| **Conceptual**  **Knowledge (CLO1)**  Max. 20  (BE <10, ME 10-15, EE >15) | Hardly demonstrate any understanding of basic concepts with examples. | Somewhat able to demonstrate understanding of basic concepts with examples. | Demonstrate sound understanding of conceptual knowledge with good examples. |
| **Application** **(CLO2)** Max. 20  (BE <10, ME 10-15, EE >15) | Is not able to think critically and apply viable solutions to given questions with examples. | Able to think critically and apply functional HR knowledge for solving HR issues most of the time. | Challenges and critique status quo, applies functional HR knowledge and proposes meaningful solutions. |