JAIPURIA INSTITUTE OF MANAGEMENT, NOIDA
PGDM/PGDM-SM/PGDM-M; TRIMESTER II; ACADEMIC YEAR 2018-19

Course Code and title	HR 201, Managing Human Resources
Credits	03
Term and Year	II Term, 2018-19
Course Pre-requisite(s)	*Basic inputs on Principles of Management* and *Organisational Behaviour*
Course Requirement(s)	Knowledge of MS-Office
Course Schedule (day and time of class)	Please refer to the Class schedule
Classroom # (Location)	As per Time Table or Otherwise notified
Course Instructor	Prof. Swati Agrawal, Prof. JS Kaushal, Prof. Ganatantra Ojha (VF)
Course Instructor Email	swati.agrawal@jaipuria.ac.in. js.kaushal@jaipuria.ac.in ojha.gantantra@gmail.com
Course Instructor Phone (Office)	01204638-353, 354, 300
Student Consultation Hours	As notified
Office location	1st Floor Faculty Area

1. Course Overview -

In today's context, every line manager is considered as people manager and hence is the need to understand and partner HR functions for managerial & Organisational effectiveness. The course is designed to expose students to comprehensive current and industry based insights in managing people in organizations. The course focuses on the challenges faced by organizations in terms of acquiring talent, training, developing, and motivating their workforce for high performance by managing performance, reward & recognition and employer employee relation.

The starting point is the internal and external environment faced by todays' organizations in terms of 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 through an appreciation and understanding of the frameworks and functions of HRM and how they contribute to organizational success.

2. Course Learning Outcomes (CLO)

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

CLO 1: Illustrate the role of HR & challenges in managing people in organizations. **K**
CLO 2: Describe frameworks and functions of HR to leverage individual, team and organizational productivity. **K**
CLO 3: Analyze HR functions from a line managers' perspective. **S**
CLO 4: Summarize the contemporary issues in HRM. K

Mapping of CLOs with PLOs

	PLO-1	PLO-2	PLO-3	PLO-4	PLO-5	PLO 6	PLO-7	PLO-8
CLO1					X			X
CLO2				X	X			X
CLO3					X			X
CLO4				X				X

Mapping of CLOs with Graduate Attributes (GA) and PLOs

	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					
CLO 4			X					

4. Text Book -

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

5. Session Plan

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 HRM: Defining and understanding HRM	Text, Ch 1 Pp 1-17	Class discussion of HR headline pp.3	Illustrate the significance of HRM	CLO 1
2	Human Capital and HR as a Business Partner	Text Ch 2 Pp. 44-47	Class discussion, Case Study	Discuss the significance of Strategic HRM	CLO 1
Module II: HR planning and integration of HR functions					
3	Introduction to HR planning	Text Ch. 5 Pp. 164-172	Class Discussion	Describe with basic concepts of workforce planning.	CLO 3
4	Internal Environmental Analysis External Environmental Analysis	Text Ch. 2 Pp.47-51	Case Discussion	Explain internal and external environment impacting people management	CLO 3

5	JOB ANALYSIS (JA) • Job Description & Job Specification	Ch. 4 Pp.140-154	Class Discussion and Exercise on JD/JS Example: Job Analysis of HR Manager	Illustrate the concept of job description & job specification	CLO 2
Module III: Human Resource Management functions					
6	RECRUITMENT • Sourcing of Recruitment • Latest trends in recruitment	Text, Ch.6 Pp.200-229	Class discussion and exercise: Creating a Recruitment Ad. for HR Manager	Describe concepts of sourcing, recruitment methods, and recruitment metrics	CLO 2
7	SELECTION & PLACEMENT • Process and Tools • Selection Errors • Job offer, Placement & On-boarding	Text, Ch.7 Pp.238-252	Discussion	Describe key concepts related to selection methods, errors and process of placement	CLO 2
8	EMPLOYMENT TESTS & INTERVIEWS • Types of tests • Types of interviews, Designing & conducting an effective interview	Text, Ch.7 Pp.249-253	Discussion & Simulation through role play on selection Interview	Comprehend psychometric testing concepts and interview techniques.	CLO 2
9	EMPLOYEE MOVEMENT &TRANSITION • Promotion and Transfer • Retirement and VRS • Employee Turnover/Attrition	Text Ch 6 Pp.220-223	Guest Session	Learn variety of ways on employee movement and transition	CLO 2
10	TRAINING • Importance • Types of orientation • Training Process • Training Need Identification (TNI)	Text Ch 8 Pp.274-286	Discussion	Comprehend Training Needs, Usefulness of orientation training, Learn to conduct TNI	CLO 2
11	TRAINING METHODS & EVALUATION	Text Ch 8 Pp.287-298	Activity/Case discussion	Identify basic training methods and their usage	CLO 2

	• Methods of Training • Management Development • Training Evaluation				
12	PERFORMANCE MANAGEMENT SYSTEM (PMS) • Potential vs. Performance • Appraisal Process • Appraisal's link with Training PMS vs. Performance Appraisal	Text Ch 10 pp. 353-371	Class Discussion	Comprehend Performance appraisal techniques and limitations	CLO 2
13	PERFORMANCE Assessment • Methods of Performance Appraisal • Performance Review &Appraisal Interviews • Errors in Performance Appraisal	Text Ch 10 Pp 373-386	Case Discussion	Identify methods of appraisal and various errors in appraising performance	CLO 2
14	COMPENSATION • Components of Compensation • Basic Factors in determining Pay	Text Ch 11 Pp 400-412	Discussion	Describe components of compensation and method of fixing pay	CLO 2
15	COMPENSATION • Performance Pay Linkage • Benefits and Incentives • Components of pay structure • Designing a competitive pay structure	Text Ch 11 Pp 412-431 Text Ch 12 Pp 442-462	Case Discussion	Establish linkages between performance and pay/benefits; design a basic compensation plan	CLO 2
16	Understanding Employee Relations - Employee Relations vs. Industrial Relations	Text Ch 14 Pp 517-524, 532-538	Case Discussion	Discuss the basics of relations between an employer and employee	CLO 2,CLO 3
17	Mechanism to handle industrial dispute and related laws	Text Ch 15 Pp 552-573, 576-581, 590-627		Discuss the mechanism of industrial dispute and	

				highlights of related laws	

MODULE IV Contemporary HR issues & challenges

18	E-HRM	Instructor Note	Discussion	Comprehend role of technology in managing people.	CLO 4
19	Green HR	Instructor Note	Discussion	Explores HR role in environment & sustainability	CLO4
20	Diversity	Instructor Note	Discussion	Describe issues and benefits of diversity in organization.	CLO 3, CLO4
21	Ethics	Text Ch.2 Pp. 63-78	Case	Value ethical perspective of HR functions	CLO 3
22	Group Project	-----	Presentation	Examine an HR plan integrating different HR functions	CLO 3
23	Group Project	----	Presentation	Examine an HR plan integrating different HR functions	CLO 3
24	Summing Up: Session dedicated towards learning integration & course feedback	-----	Discussion	Analyze HR Functions for employee's wellbeing & Organisational effectiveness.	------

Additional Resource:

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

5. Assessment Task

The course- Managing Human Resources will have five 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
Class Participation	This includes case presentation & discussion, class activity like Job analysis, Training module, Role plays and informed participation in class discussion.	15%	1, 2, 3,
Quizzes	Two quizzes	20%	1,2 ,3
Group Project	Examine HR functions in an industry (min. two organizations)	25%	4

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%	1, 2, 3

Assessment Task Description

Assessment 1: In Classroom

Assessment Details: **Class Participation**
Weightage: 15%
Description: This includes case based discussions, discussions on various topics, and a discussion forum assignments based on the topic related to CLO 1, CLO 2 and CLO5. Students are advised to read the topics of their own from various sources and make notes for retention and comprehension.
Criteria used to grade this task: Comprehension (75%) and application (25%)
Task Assessor: Internal Faculty
Suggested time to devote to this task: during regular session timings
Submission details: In-Class mainly; case study discussions/presentation;
Feedback: spontaneous or immediate.

Assessment 2: Within Classroom

Assessment Detail: Quizzes
Weightage: 20%
Description: Two quizzes would be conducted by the course instructor and both will considered for assessment. 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 4 sessions after assessment.

Assessment Task 3: Beyond Classroom

Assessment Details: Group Project
Weightage: 25%
Description: Students are required to form teams within first two sessions (introductory module). Each group will work on contemporary HR topic and will conduct survey in relevant organizations and prepare a project report before 19th session.
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

Submission details: Hard copy; by 19th session. Delay would attract 10% reduction in marks per day.

Feedback and return of work: Immediately after assessment; reports will not be returned.

Assessment Task 4: Culmination of the course as Hall Examination

Assessment Details: End Term Exams

Weightage: 40%

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 per week for 12 weeks	30 hours
Reading	Prescribed readings, text	25 hours
Preparation of set questions, exercises and problems	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 comprehend basic role of HR in Business	Partially able to identify some of the dimensions of HRM.	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 explain issues that affect employee and organizational productivity	Able to explain some issues and factors that affect employee and organizational productivity	Able to explain most of the issues that affect employee and organizational productivity.	Able to understand situations and issues that affect employee and organizational productivity
CLO3	Not able to understand the basic employee centric HR practices.	Somewhat able to understand the basic employee centric HR practices.	Able to understand and analyze most of the employee centric HR practices.	Able to gauge the situation completely and decide on the appropriate employee centric practice
CLO4	Not able to understand HR processes and inter-linkages desired for developing an HR Plan	Able to understand few basic HR processes and inter-linkages desired for developing an HR Plan	Able to understand most HR processes and inter-linkages desired for developing an HR Plan	Able to clearly understand HR processes and inter-linkages desired for developing an HR Plan; submits a good plan as well

Rubrics for Class Participation

Poor Points 0-2	Fair Points 3-5	Good Points 6-8	Excellent Points 9-10
Irregular in attendance, low in proactivity, unprepared with pre-read and almost nil class participation	Limited show-up in attendance, low in proactivity, ready with only few pre-read and low on class participation	Good and regular in attendance, proactive, comes prepared with pre-read and good on class participation	Shows excellence in attendance, high on proactivity, always ready with pre-read and high on class participation (dream student)

RUBRICS FOR QUIZ

POOR POINTS 0-3.4	FAIR POINTS 3.5-5.9	GOOD POINTS 6-7.9	EXCELLENT POINTS 8 – 10
ONLY UP TO 35% ANSWERS ARE CORRECT	BETWEEN 35 – 50% ANSWERS ARE CORRECT	BETWEEN 60 – 80% ANSWERS ARE CORRECT	80% OR MORE ANSWERS ARE CORRECT
Most of the concepts are not clear and student is unable to understand the same.	Many of the concepts are clear and understood by student.	Majority of concepts are clear and understood by student.	Most of concepts are clear and understood by the student.

RUBRICS FOR TEAM PROJECT

	DEVELOPING	APPROACHING PROFICIENCY	PROFICIENT	ADVANCED
CRITERIA	POINTS 0-2	POINTS 3-5	POINTS 6-8	POINTS 9-10
	ONLY UP TO 35%	BETWEEN 35-50%	BETWEEN 60-80%	80% OR MORE

Able to examine HR functions and link it with industry and internal and external factors .interacting with HR manager of an organization	To a slight extent	To some extent	To a better extent	To a large extent
Have been able to conduct primary survey and it's interpretation.	To a slight extent	To some extent	To a better extent	To a large extent
Able to prepare and present a systematic report	To a slight extent	To some extent	To a better extent	To a large extent

RUBRICS FOR END TERM

POOR	FAIR	GOOD	EXCELLENT
POINTS 0-3.4	**POINTS 3.5-5.9**	**POINTS 6-7.9**	**POINTS 8 – 10**
ONLY UP TO 35% ANSWERS ARE CORRECT	BETWEEN 35 – 50% ANSWERS ARE CORRECT	BETWEEN 60 – 80% ANSWERS ARE CORRECT	80% OR MORE ANSWERS ARE CORRECT
UNSATISFACTORY	MINIMAL	PROFICIENT	EXEMPLARY
Most of the concepts are not clear and student is unable to understand the same.	Many of the concepts are clear and understood by student.	Majority of concepts are clear and understood by student.	Most of concepts are clear and understood by the student.