

MCM5204 HUMANCAPITALMANAGEMENT

Course Code	MCM5204	Semester	II
Course Title	<i>HUMAN CAPITAL MANAGEMENT</i>		
Credits	4	Type	Core

This course shall have 3 lecture hours, 2 practicals, 1 tutorial.

This is a Skill based, employability based, and entrepreneurship skill based course.

Course Objective

To make student to be able to understand the functions, systems, policies and applications of Human Resource Management in organizations, provide an overview of theoretical foundations of key areas associated with HR development in the organizations and develop HR skills and their ability to assess the constraints and opportunities associated with managing employees in different socio-economic and political context.

Learning Objectives

- Effectively manage and plan key human resource functions within organizations
- Examine current issues, trends, practices, and processes in HRM
- Contribute to employee performance management and organizational effectiveness
- An overview of theoretical foundations of key areas associated with HR development in the organizations
- To understand the work, competencies tasks and organization of Human Resource Specialist
- To gain a better understanding of differences in human capital potential
- To clarify the character of the special capital – human resource as capital
- To develop the basic set of methods and techniques needed for managing human capital
- Understand the implications for human resource management of the behavioral sciences, government regulations, and court decisions.
- Know the elements of the HR function (e.g. – recruitment, selection, training and development) and be familiar with each element’s key concepts & terminology.

Course Structure

UNIT I:

Introduction to Human Resource Management: Importance--scope and objectives of HRM. Evolution of the concept of HRM- Approaches to HRM- Personnel Management Vs Human Resource Management- HRM and competitive advantage- Traditional Vs Strategic human resource management—HRM and HRD— Gender gap- Designing HR systems- HR as a factor of Competitive Advantage - Accountability in HR - Growth of HRM in India.

UNIT II:

Human resource planning, Recruitment and selection:—Online Recruitment- methods-Job Portals- Job analysis—uses of job analysis-process of job analysis-job discretion- job specification methods of job analysis- methods of human resource planning- Conventional Vs strategic planning—job evaluation— Recruitment—constraints and challenges of recruitment-source of Recruitment-Methods-Indian experience in recruitment. Productivity Management - The Human Factor in the Application of Work Study - Working Conditions and the Working Environment - Human Resource Demand Forecasting - Human Resource Supply Estimates - Human Resource Demand Forecasting - Human Resource Supply Estimates

UNIT III:

Placement, Induction and Internal mobility of human resource:Training of employees—need for training-objectives- approaches --methods-philosophy of training-training environment- areas of training- Training evaluation- Executive development- Concepts- methods and program- promotion and transfer. Action Plans – Separation - Action Plans – Retention, Training, Redeployment & Staffing

UNIT IV:

Performance appraisal and career planning: Objectives of Performance Appraisal - Job Description and Performance Appraisal Need and importance- process- methods and problems -performance appraisal practices in India.Concept of career planning –features- methods — succession management in Indian context. Process and Documentation of Performance Appraisal - Appraisal Communication- Appraisal Interview - Performance Feedback and Counselling - Implications of Management Styles on Performance Appraisal Compensation management and grievance redressal. Compensation planning-Principles of wage administration-wage administration-factors influencing wage system-Equal pay; Gender pay gap- Indian practice in wage administration.Grievance redressal procedure- -essentials of a good discipline system.Labour participation in management and workers empowerment.

UNIT V:

HRD in Organizations, Trends and Practices: HRD Practices in Government organizations, defence, police, private sectors and public sectors units; HRD audit; Balanced scorecard; People capability maturity model; Integrating HRD with technology; Employer branding and other recent trends; Future of HRD. HR as a Strategic Partner - HR Key Indicators - Measuring HR's Contribution to Enterprise- Ethics, Justice and Fair treatment in HR Management, Sustainable human capital.

Practicals

- Examine the Next Generation HR Valuation policies Of MNCs
- Draft a compensation plan

Skills

- Will be able to assess human capital potential and its planning
- Will be able to recruit and analyse in the selection of appropriate candidates
- Will be able to make proper utilization of human capital in organization

Learning/Course Outcomes

- Contribute to the development, implementation, and evaluation of employee recruitment, selection, and retention plans and processes.
- Administer and contribute to the design and evaluation of the performance management program.
- Develop, implement, and evaluate employee orientation, training, and development programs.
- Facilitate and support effective employee and labour relations in both non-union and union environments.
- Manage own professional development and provide leadership to others in the achievement of ongoing competence in human resources professional practice.
- Facilitate and communicate the human resources component of the organization's business plan
- Human capital potential assessment and planning
- Proper utilization of human capital in organization

Books for Reference:

1. Garry Dessler & Biju Varkkey, Human Resource Management-, Pearson, 2012
2. Haldar, U. K., Human resource development, Oxford University Press India.
3. J. Ingham (2007), Strategic Human Capital Management: Creating Value Through People, BT
4. Kaplan, R.S., and Norton, D.P. (1992), The Balanced Scorecard: Measures that drive performance, Harvard Business Review.
5. Mankin, D., Human resource development, Oxford University Press India.
6. Michael Armstrong & Stephen Taylor (2012), Armstrong's Hand book of Human Resource Management, Kogan Page.
7. Noe R.A., Employee Training and Development, McGraw-Hill.
8. Noe, Hollenbeck, Gerhart and Wright: Fundamentals of Human Resource Management: McGraw Hill.
9. P. Subba Rao, International Human Resource Management, Himalaya Publishing House, New Delhi
10. Pravin Durai (2010), Human Resource Management-, Pearson.
11. R S Dwivedi : Human Resource Management: Vikas Publications.
12. Rao, T.V., Future of HRD, Macmillan Publishers India.
13. Rothwell W.J. and Kanas H.C. (1991) Strategic Human Resource Planning and Management, Englewood Cliffs NJ : Prentice Hall.
14. Scott Snell , George W Bohlander, Human Resource Management
15. VSP Rao, Human Resource Management- Text and Cases--, Taxmann.