



GUJARAT TECHNOLOGICAL UNIVERSITY

Program Name: Master of Business Administration

Level: PG

Course / Subject Code: MB02092041

Course / Subject Name : Human Resource Management

w. e. f. Academic Year:	2024-25
Semester:	2
Category of the Course:	Core Course (CC)

Prerequisite:	Any Graduate
Rationale:	Learning Human Resource Management (HRM) is crucial since it offers a thorough grasp of how to handle an organization's most important asset—its employees. It gives people the know-how to find, nurture, and keep talent; cultivate a healthy workplace culture; and guarantee adherence to labor laws and regulations.

Course Outcome:

After Completion of the Course, Student will able to:

No	Course Outcomes	RBT Level
01	Understand the basic fundamental of HR, HRM and Strategic Staffing of HR practices for organizational decision making in context of Industry	Remember, Understand
02	Analyze and debate the importance of the various HR related Functions like Retention, Recruitment, Training & Development in organization in context of varied Industry standards	Analyze, Application, Create
03	Evaluating practices in the functions like compensation, performance management system, Employee Welfare for assuring ethical parameters in context of Industry on national as well international fledge.	Evaluate, Application
04	Learn Industrial Relation practices for combating disputes & Conflicts and analyzing current trends of HRM in National and Global context focusing on changing role of HR Manager	Analyze, Evaluate

**Revised Bloom's Taxonomy (RBT)*

Teaching and Examination Scheme:

Teaching Scheme (in Hours)			Total Credits L+T+ (PR/2)	Assessment Pattern and Marks				Total Marks
L	T	PR	C	Theory		Tutorial / Practical		
				ESE (E)	PA / CA (M)	PA/CA (I)	ESE (V)	
3	1	0	4	70	30	50	0	150



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Course Content:

Module No:	Module Content	No. of Hours	% of Weightage
I	Introduction to Human Resource Management: - Meaning, Objectives, Scope and Functions of HRM in organizations - Changing environment of HRM in India and Internationally : Internal and External Environment Analysis - Emerging Roles and Characteristics of HR executives - Strategic HR : HRM function as a strategic contributor to the company's bottom line - Global Trends Shaping HR - Creating an HR based Competitive Advantage – Integrative Role of HR Managers and other Line Managers - HR as a Profit Center - Human Resource Systems : Macro and Micro factors influencing Design of HR Systems Strategic Staffing of Human Resource - Job Analysis and Talent Management Process : Essentials of Job Analysis , Importance of Job Analysis, Methods of Job Analysis, Writing Job Descriptions and Job Specifications, - Job Evaluation : Concept, Objectives, Process, Methods, Advantages and Limitations of job evaluation, Competency based job evaluation - Human Resource Planning : Factors Affecting, Techniques of HRP, Strategic HRP, Staffing for Global Assignments - Assessing External and Internal Workforce : Changing Workforce Conditions, Jobs Audit, Employee and Organisational Capabilities Inventory - Predictive Workforce Monitoring, Succession Planning - Trends Shaping HR : Offshoring and Outsourcing HR - HR Planning in Mergers and Acquisitions	12	25

10

18



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	Employee Retention : • Psychological Contract • Employee Performance and Motivation • Employee Turnover : Types / Reasons • Drivers of Retention • Managing Retention • Exit Interviews		
II	Recruitment, Selection, Placement and Talent Management : Recruitment : • Definition, Process and Forms, Factors governing the Recruitment Policy, Internal & External Sources, Diversity Considerations • Industry Specific Strategy & labor market Choice • Regular Vs Flexible Staffing • E-Recruitment , Networking • Recruitment Effectiveness : Local and Global Recruitment Selection: • Selection Process - Application Forms, Applicant Job Interest, Pre-employment Screening • Selection Tests – Ability Tests, Personality Tests, • Background Investigation • Interviews: Forms/Types and Effectiveness • Global Staffing :Types and Selection Process • Role of Line & HR manager in Selection Training and Management Development: • Employee Orientation / On boarding : Purpose and Process • Improving Performance : The Strategic Context • Training – Training Need Analysis, Training Process • Training Programmes: Design and Development • Types and Methods of Training : OJT, Apprenticeship, Job Instruction Training, Programmed Learning, Lectures and Workshops, Behaviour Modeling, Vestibule Training, Simulated Learning and Gaming, Audio-Visual based Training, Vedio Conferencing, Computer Based Training	12	25



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	• Training Design : Learner Characteristics, Instructional Strategies, Transfer of Training, • Management Development – Meaning, Purpose, Methods, Managerial OJT and Job Rotation, Succession Planning and Leadership Development • Talent Management and Career Planning • Training Evaluation : Purpose and Methods • Differences between Training and Development		
III	Performance Management & Appraisal: • Performance Focused Organisational Cultures • Performance Management : Purpose , Process, Perspective and Format • Defining Employees’ Goals and Performance Standards • Performance Appraisal Methods and Tools- 360-degree Feedback, Category Scaling Methods, Graphic Rating Scales, Comparative Method, Narrative Method, • Critical Incident Method, Behaviorally Anchored Rating Scales, MBO, • Factors affecting Performance of an Employee, Correcting performance gap in different area • Appraisal Feedback : Purpose and Effectiveness Compensation and Reward Systems: • Meaning, types, structure, Strategic approach to compensation • Establishing Strategic Pay Plans • Creating a Market – Competitive Pay Plan, Competency Based Pay, Individual Vs Team Rewards, Organisational Rewards • Global Compensation Issues, Compensating Expatriates and Repatriates, • Financial and Non Financial Incentives as Motivators Employee Welfare and Social Security: • Employee Welfare - Objectives of Employee Welfare, Statutory Welfare Facilities as per Factories Act 1948 and Non-Statutory Welfare Facilities	112	25

21



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	• Social Security – Meaning, Features and Classification of Social Security • Social Security Schemes in India - Employee State Insurance, Maternity Benefit, Payment of Gratuity, Employee Provident Fund (Coverage and Operation)		
IV	Industrial Relations • Definition, Characteristics and Objectives of Industrial Relations, • Factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, system of IR in India Industrial Conflict, and Dispute Resolution: • Industrial conflict – Meaning, Nature of Industrial conflict • Industrial disputes – Meaning, Causes, Outcomes and Methods of disputes settlement • Collective Bargaining. • ILO – Meaning, Conventions, recommendations Current Trends in HRM: • Employee Engagement – Meaning, Degrees, Drivers, and Measurement of Engagement • HR Scorecard. • Knowledge Management • Glass ceiling and Gender Equality • HR Analytics, HR Information System	10	25
V	Practical: • What are Ethical Organizations? Discuss. • For Ethical Organizations, identify and describe the companies and their ethical HR Practices and Discuss the advantages of being ethical • Visit various organizations: Medium or Large, Public or Private, Domestic or Global (Multinational) and study the formats, objectives and processes as well as improvements	15	NIL



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	made by them and why in all the HR Sub systems – their designing and implementation. • Present a report on the above.		
	TOTAL	60	100

Suggested Specification Table with Marks (Theory):

Distribution of Theory Marks (in %)					
R Level	U Level	A Level	N Level	E Level	C Level
10%	10%	20%	25%	15%	20%

Where R: Remember; U: Understanding; A: Application, N: Analyze and E: Evaluate C: Create (as per Revised Bloom's Taxonomy)

4. Teaching Methods:

The course will use the following pedagogical tools:

- Classroom Lectures
- Video Cases
- Case Studies
- Expert / Guest Lectures
- Movies
- Group Discussions
- Workshops based assignments

References/Suggested Learning Resources:

(a) Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Gary Dessler, BijuVarkkey	Human Resource Management	Pearson Publication	15ed.
2	Mathis, Jackson and Tripathy	Human Resource Management – A South Asian Perspective	Cengage Learning	Latest
3	Jeffrey A Mello	Strategic Human Resource Management	Cengage Learning	Latest
4	Douling and Welch	International Human Resource Management	Thomson Publication	

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.



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(b) List of Journals /Periodicals /Magazines/Newspapers/Web resources, etc.

1. Harvard Business Review
2. Business India / Business Today / Business World, University News
3. Indian Journal of Industrial Relations
4. Asian Journal of Management Cases
5. HRM Review

CO- PO Mapping:

Semester 2	Human Resource Management				
	POs				
Course Outcomes	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	-	3
CO2	2	2	3	2	2
CO3	2	3	3	3	2
CO4	3	2	2	2	1

Legend: '3' for high, '2' for medium, '1' for low and '-' for no correlation of each CO with PO.

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