INSTITUTE OF AERONAUTICAL ENGINEERING

(Autonomous)

Dundigal, Hyderabad -500 043

MASTER OF BUSINESS ADMINISTRATION

COURSE DESCRIPTOR

Course Title	**HUMAN RESOURCE MANAGEMENT**				
Course Code	**CMBB15**				
Programme	**MBA**				
Semester	**II**				
Course Type	**CORE**				
Regulation	**IARE-R18**				
Course Structure	**Theory**			**Practical**	
	Lectures	**Tutorials**	**Credits**	**Laboratory**	**Credits**
	4	-	4	-	-
Chief Coordinator	**Dr T Srinivasa Rao Professor**				
Course Faculty	**Dr T Srinivasa Rao Professor**				

I. COURSE OVERVIEW:

This course introduces an approach to managing human resource, it supports long term business goals and outcomes with a strategic overall framework and it also looks at business strategy, human capital management and business performance. Proactive management of the employees of a company or organization. Strategic human resource management includes typical human resource components such as Employee training and selection, Human resource planning, Organizational behavior, Employee diversity Management principles, and also involves working with employees in a collaborative manner to boost retention, improve the quality of the work experience, and maximize the mutual benefit of employment for both the employee and the employer. The main objective is to set organizational goals, utilization of human resource, compensation plan, labor relations, compensation & benefits, evaluation standards and to formulate Human resource plans. This course is presented to students by power point projections, lecture notes, course handouts, assignments and subjective tests. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.

II. COURSE PRE-REQUISITES:

Level	Course Code	Semester	Prerequisites
PG	CMB001	II	MANAGEMENT AND ORGANIZATION BEHAVIOUR

III. MARKS DISTRIBUTION:

Subject	SEE Examination	CIA Examination	Total Marks
Human Resource Management	70 Marks	30 Marks	100

IV. DELIVERY / INSTRUCTIONAL METHODOLOGIES:

✔	Chalk & Talk	✘	Quiz	✔	Assignments	✘	MOOCs
✔	LCD / PPT	✔	Seminars	✘	Mini Project	✘	Videos
✘	Open Ended Experiments						

V. EVALUATION METHODOLOGY:

The course will be evaluated for a total of 100 marks, with 30 marks for Continuous Internal Assessment (CIA) and 70 marks for Semester End Examination (SEE). Out of 30 marks allotted for CIA during the semester, marks are awarded by taking average of two CIA examinations or the marks scored in the make-up examination.

Semester End Examination (SEE): The SEE is conducted for 70 marks of 3 hours duration. The syllabus for the theory courses is divided into five units and each unit carries equal weightage in terms of marks distribution. The question paper pattern is as follows. Two full questions with "either" or "choice" will be drawn from each unit. Each question carries 14 marks. There could be a maximum of two sub divisions in a question.

The emphasis on the questions is broadly based on the following criteria:

50 %	To test the objectiveness of the concept.
50 %	To test the analytical skill of the concept OR to test the application skill of the concept.

Continuous Internal Assessment (CIA):
CIA is conducted for a total of 30 marks (Table 1), with 25 marks for Continuous Internal Examination (CIE), 05 marks for Quiz/ Alternative Assessment Tool (AAT).

Table 1: Assessment pattern for CIA

Component	Theory		Total Marks
Type of Assessment	CIE Exam	Quiz / AAT	
CIA Marks	25	05	30

Continuous Internal Examination (CIE):
Two CIE exams shall be conducted at the end of the 8th and 16th week of the semester respectively. The CIE exam is conducted for 25 marks of 2 hours duration consisting of two parts. Part–A shall have five compulsory questions of one mark each. In part–B, four out of five questions have to be answered where, each question carries 5 marks. Marks are awarded by taking average of marks scored in two CIE exams.

Alternative Assessment Tool (AAT):
Two Quiz exams shall be online examination consisting of 25 multiple choice questions and are be answered by choosing the correct answer from a given set of choices (commonly four). Marks shall be awarded considering the average of two quizzes for every course. The AAT may include seminars, assignments, term paper, open ended experiments, five minutes video and MOOCs.

VI. HOW PROGRAM OUTCOMES ARE ASSESSED:

	Program Outcomes (POs)	Level	Proficiency assessed by
PO1	**Managerial skills:** Apply knowledge of management theories and practices to solve business problems	3	Lectures and Assignments.
PO2	**Decision making skills::** Foster Analytical and critical thinking abilities for data-based decision making solution.	3	Lectures and Assignments
PO3	**Ethics:** Ability to develop Value based Leadership ability.	1	Seminar
PO4	**Communication skills:** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.	3	Seminar
PO5	**Leadership skills:** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	2	Lectures and Assignments

3 = High; 2 = Medium; 1 = Low

VII. SYLLABUS:

Unit-I	INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

Objectives of human resource management, human resource objectives, human resource activities, challenges of human resource management, job analysis and design, uses of job analysis, methods of data collection, job description and specifications, job design, job redesign, job rotation, job enlargement, job enrichment, strategic and human resource planning, human resource planning process, human resource information systems, assessment of human resource requirements, human resource functions and policies.

Unit-II	RECRUITMENT AND SELECTION

The recruitment process, methods of recruiting, realistic job preview, challenges of recruiting, selection process, type of tests, basic features of interviews, types of interviews, interview errors and bias, designing and conducting the effective interview, reference and background verification, medical evaluation, job offer, induction and placement

Unit-III	TRAINING AND DEVELOPMENT

Introduction to training, the training process, training methods, management development, individual, group.
Organizational techniques, evaluation of training and development

Unit-IV	PERFORMANCE APPRAISAL

The appraisal process, methods and potential problems in performance evaluation, the appraisal interview, the feedback interview, the role of appraisal in managing performance, career planning and development.

Unit-V	INTEGRATION

Quality of work life, quality circles, industrial disputes ,causes and remedial measures, collective bargaining, the management of conflicts, sources of grievances, the grievance procedure, guidelines for handling grievances, welfare services, separation..

Text Books:

1 Robert N Lussier, "Management Fundamentals - Concepts, Applications, Skill Development, Cengage Leaning", 1st Edition, Pearson, 2012.
2. Dilip Kumar Battacharya,"Principles of Management", Pearson, 2012
3 Harold Koontz, Heinz Weihrich, A.R.Aryasri, "Principles of Management", TMH, 2010

Reference Books:

1 V.S.P.Rao, "Management Text and Cases", Excel, 2st Edition, 2012.
2. K.Anbuvelan, "Principles of Management", University Science Press, 1st Edition, 2013
3 Andrew DuBrin, "Management Essentials", Cengage Learning, "9E, International Edition", 2012

VII. COURSE OBJECTIVES:

The course should enable the students to:	
I	Understand the international management and human resource planning..
II	Describe the information about global business.
III	Analyze about relation and carrier of management
IV	Demonstrate the human resource practices and their positive influence on the company's bottom line..
V	Develop the organization to stand in the competitive world

VIII. COURSE OUTCOMES (COs):

CO Code	CO's	At the end of the course, the student will have the ability to:	PO's Mapped	Strength of Mapping
CMBB15.01	CO 1	Understand and gain knowledge in nature and scope of international human resource management, cultural and reality shock. Understanding of different tools used in forecasting and planning human resource needs.	PO 4	3
CMBB15.02	CO 2	Analyze the international human resource management models, concept, pool's adaptation of harvard model, the brewster and bournois model and comparative employment policy	PO 4	3
CMBB15.03	CO 3	Recognize the significance of convergence theory, marxist theory, the cultural approach power distance (PDI), uncertainty avoidance (UAI), individuality (INV) and masculinity.	PO 3	1
CMBB15.04	CO 4	Use and explore the social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, employee recruitment, selection, and retention plans and processes.	PO 1	3
CMBB15.05	CO 5	Demonstrate the appropriate use of job descriptions, application forms and related staffing tools such as internet recruiting.	PO 4	3

CMBB15.06	CO 6	Identify the advantages and disadvantages of induction processes for new incumbents in a role..	PO 4	3
CMBB15.07	CO 7	Evaluate the development of global managers, concept, essential qualities of global literate leader , communication and interpersonal Relations,	PO 5	3
CMBB15.08	CO 8	Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, succession planning and managerial stimulation's.	PO 5	2
CMBB15.09	CO 9	Demonstrate appropriate implementation, monitoring and assessment procedures of training.	PO 3	1
CMBB15.10	CO 10	Familiarize the different interview processes and the advantages and disadvantages of the different types of interviews and the preparation of employment offers	PO5	2
CMBB15.11	CO11	Recognize the methods and practices of international compensation, employee satisfaction, behavioral a humanistic psychology and organic theories of human resource management	PO4	3
CMBB15.12	CO12	Analyze the international industrial relation issues and performance management, the concepts of international compensation and employee satisfaction	PO4	3

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IX. MAPPING COURSE OUTCOMES LEADING TO THE ACHIEVEMENT OF PROGRAM OUTCOMES:

(COs)	Program Outcomes (POs)							
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8
CO 1				3				
CO 2				3				
CO 3			1					
CO 4	3							
CO 5				3				
CO 6				3				
CO 7					2			

CO 8					2			
CO 9			1					
CO 10					2			
CO11				3				
CO!2				3				

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X.   ASSESSMENT METHODOLOGIES – DIRECT

CIE Exams	PO1,PO 2, PO 3, PO 4, PO 5	SEE Exams	PO1,PO 2, PO 3, PO 4, PO 5	Assignments	PO2	Seminars	PO 5
Laboratory Practices	-	Student Viva	-	Mini Project	-	Certification	-
Term Paper	-						

XI   ASSESSMENT METHODOLOGIES - INDIRECT

✔	Early Semester Feedback	✔	End Semester OBE Feedback
✘	Assessment of Mini Projects by Experts		

XI.   COURSE PLAN:
The course plan is meant as a guideline. Probably there may be changes.

Lecture No.	Topics to be covered	Course Outcomes (COs)	Reference
1	Meaning, definitions, objectives human resource management.	CO 1	T1
2	The concept of human resource activates and challenges	CO 1	T1
3	Concepts of job analysis and job design	CO 1	T1
4	The concept of data collection, description, specifications, design and redesign, job rotation and job enlargement	CO 2	T1
5	To know how to resource of planning process and information systems	CO 2	T1
6	To discuss the recruitment and selection process	CO 2	T1
7	The concept of human resource requirements, functions and policies	CO 2	T1
8	The concept of recruitment process and methods of recruitment	CO 2	T1
9-10	Meaning of realistic job preview, recruiting and selection process	CO 3	T1
11	The concept of types of test, interview process and types of interviews and it's errors	CO 3	T1
12	Importance of conducting the interview and their effectiveness	CO 3	T1
13	Importance of references and background verification	CO 3	T1
14	The concept of medical evaluation and job offer, induction and placement	CO 4	T1

15	Differences of training process and methods	CO 4	T1
16	The concept of recruitment and selection process	CO 4	T1
17	Discussing the management development and their individual group	CO 4	T1
18	The concept of organizational techniques	CO 5	T1
19	Characteristics of evaluation of training and development	CO5	
20	H.R. strategy planning for global organizations.	CO5	T1
21	HRM approaches in global companies.		T1
22	Developing Global Managers, Global literate leader.	CO 5	T1
23	The concept, essential qualities of global literate leader, communication and interpersonal Relations.	CO 6	T1
24	The training, career development, succession planning, managerial stimulations	CO 6	T1
25	Background of Europe, the institutions of the European Community (E.C.)	CO 6	T1
26	The council of ministers, the commission, the court of justice.	CO 6	T1
27	The parliament, the social charter, E.C.	CO 7	T1
28	Introduction, lifetime employment of Japans Employee management.		T1
29	The characteristics, importance, limitations of Japans Employee management.	CO 7	T1
30	The concept of seniority wage system.	CO 7	T1
31	The relevance of Japanese Management in Indian Context.	CO 7	T1
32	Japanese management in Indian Context- case study.	CO 8	T1
33	The concept of scientific management.	CO 8	T1
34	Definition and concept of behavioral a humanistic psychology.	CO 8	T1
35	Organic theories of management.	CO 8	T1
36	The practice of HRM in American organizations.	CO 9	T1
37	The encouragement of union avoidance.	CO 9	T1
38	Transforming unionized industrial relations.	CO 9	T1
39	The importance of transforming unionized industrial relations.	CO 9	T1
40	The concept of international compensation.	CO 10	T1
41	The principles of international compensation.	CO 10	T1
42	Methods and practices of international compensation.	CO 10	T1
43	International compensation and employee satisfaction.	CO11	T1
44	Case study on international compensation and employee satisfaction	CO 11	T1
45	The differences between scientific management and behavioral humanistic psychology.	CO 11	T1
46	Examine case study on transforming unionized industrial relations.	CO 12	T1
47	Examine the importance of behavioral a humanistic psychology.	CO 12	T1

XII.   GAPS IN THE SYLLABUS - TO MEET INDUSTRY / PROFESSION REQUIREMENTS:

S. NO	DESCRIPTION	PROPOSED ACTIONS	RELEVANCE WITH POs
1	Oobjectives, scope of international human resource management, cultural and reality shock, international human resource management models , concept, pool's adaptation of Harvard model, the Brewster, bournois model, case study and comparative employment policy	Seminars / Guest Lectures.	PO3, PO5,
2	Social environment and human resource practices, staffing: international recruitment, selection, training and hiring policies, staff retaining, motivating techniques, case study, cultural	Seminars / Guest Lectures.	PO3, PO5

	literacy and human resource information system in global business		
3	Developing Global Managers, Global literate leader: concept, essential qualities, communication and interpersonal relations, training, career development, succession planning and managerial stimulation's.	Seminars / Guest Lectures.	PO2, PO3, PO5
4	Scientific management, behavioural an humanistic psychology, organic theories of management, the practice of HRM in American organizations, encouragement of union avoidance, transforming unionized industrial relations and case study.	Seminars / Guest Lectures.	PO2, PO3,

Prepared By:
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