

# GUJARAT TECHNOLOGICAL UNIVERSITY

## INTEGRATED MASTER OF BUSINESS ADMINISTRATION

Year – 3 (Semester –5) (W.E.F. Academic Year 2017-18)

**Subject Name: Advance Human Resource Management (AHRM)**

**Subject Code: 2557105**

### 1. Learning Outcomes:

At the end of semester students would be able to

- Understand importance of human resources and their effective management in organizations
- Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs
- Describe the meanings of terminology and tools used in managing employees effectively

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes** each.

### 3. Course Contents:

Module No.	Modules with its Contents/Chapters	No. of Sessions	Marks (out of 70)
I	<p><b><u>Performance Appraisal :</u></b> Analysis and design of performance standards. Performance appraisals – benefits and challenges. Types of Performance appraisal: Trait, Result and Behavioral. – Methods of Performance Appraisal: Critical Incident, Graphics Rating and BARS , Narratives , Forced choice and distribution.</p> <p><b><u>360 degree Feedback :</u></b> Method, Merits and De-merit</p> <p><b><u>Compensation Management:</u></b></p> <ul style="list-style-type: none"><li>Wage and Salary Administration : definition, concept and objectives</li><li>Factors affecting wages/salary levels</li><li>Concept of Rewards, Incentives and Managerial Compensation</li><li>Common compensation systems : salary, hourly, pay-for-performance and contractor</li><li>Incentive compensation : Merit-based, piece, commission, bonus and skill based</li></ul>	10	17

	<ul style="list-style-type: none"> <li>Organizational incentive program : profit sharing, gain sharing and employee stock ownership</li> </ul>		
II	<p><b><u>Employee Benefits :</u></b></p> <ul style="list-style-type: none"> <li>Introduction and employee benefits</li> <li>Types : <ul style="list-style-type: none"> <li>Legally required (social security, unemployment compensation, workers compensation)</li> <li>Retirement related (retirement plans, pre-retirement planning, employee provident fund and gratuity)</li> <li>Insurance related ( health, life and accident)</li> <li>Flexi-benefit plans</li> </ul> </li> </ul> <p><b><u>Career Planning and Growth:</u></b></p> <ul style="list-style-type: none"> <li>Career Management and development : Definition and importance</li> <li>Career stages: Establishment, Advancement, Maintenance and withdrawal.</li> <li>Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning</li> </ul>	10	18
III	<p><b><u>Trade Union and Employers Association :</u></b></p> <ul style="list-style-type: none"> <li>Introduction: Industries and Industrial Dispute Act of 1947 with its amendments in 2010.</li> <li>Trade movement in India, Reasons for joining TU by workers</li> <li>Trade union Act 1926 and its amendments 2001</li> <li>Problems of TU and Measures to strengthen TU</li> </ul> <p><b><u>Collective Bargaining :</u></b></p> <ul style="list-style-type: none"> <li>Definition, characteristics and importance</li> <li>Essential conditions , functions and process</li> <li>Collective bargaining in India and Recommendation to NCL</li> </ul> <p><b><u>Industrial Conflict:</u></b></p> <ul style="list-style-type: none"> <li>Definition , Causes and Types</li> <li>Strikes and Lockouts : Consequences</li> <li>Prevention and Settlement of Industrial Conflict</li> </ul>	10	17
IV	<p><b><u>Contemporary Issues in HRM :</u></b></p> <ul style="list-style-type: none"> <li>Sources of Global recruitment : parent company, host country and third country national</li> <li>Global staffing approaches and techniques: Ethnocentric, geocentric, polycentric and regiocentric</li> </ul>	10	

	<p><b><u>Work Life balance</u></b> : Quality of work-life, QWL and productivity – work place violence (sexual, alcoholism, drug abuse)</p> <p><b><u>HR records, accounting, audit and research</u></b> : Meaning, types and importance of records – purpose – HR Audit : objectives, need and areas. HR Research : characteristics , need , approaches and process.</p>		18
V	<p><b>Practical:</b> Prepare a project on HR policies, wage policies, human resource planning, Quality of work life, Compensation practices used in different organization of your choice,</p>		30 Marks of CEC

#### 4. Teaching Methods:

The course will use the following pedagogical tools:

- (a) Case discussion and presentation
- (b) Role play
- (c) Audio-Video Material (b)

#### 5. Evaluation:

The evaluation of participants will be on continuous basis comprising of the following Elements:

<b>A</b>	Continuous Evaluation Component comprising of Class test, Assignment, Presentation, Class participation	(Internal Assessment- 50 Marks)
<b>B</b>	Mid-Semester examination	(Internal Assessment-30 Marks)
<b>C</b>	End –Semester Examination	(External Assessment-70 Marks)

#### 6. Text / Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	P.Subba Rao	Personnel and HR Management	Himlaya Publishing House	Latest
2	Seema Sanghi	Human Resource Management	Vikas Publishing House	Latest
3	Nick Wilton	An introduction to HRM	Sage Publication	Latest
4	Dessler, G.	Fundamentals of Human Resource Management	Pearson	Latest

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.

#### 7. List of Journals/Periodicals/Magazines/Newspapers, etc.

1. International Journal of Human resource management
2. South Asian Journal of Human Resource management
3. Journal of Human Resource management
4. Journal of Entrepreneurship & Organization Management