# GUJARAT UNIVERSITY SYLLABUS FOR T.Y. BBA SEMESTER-V

**SUBJECT ELECTIVE COURSE (SEC)- 307 ADVANCED HUMAN RESOURCE MANAGEMENT** - **I**

**Introduction:** The role of HRM in organizations has gained tremendous importance over the years. It has come some way from ‘Personnel Management’ and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub- functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human resource Management in Semesters III and IV.

**Objectives:** To provide students an understanding of:

1. The strategic Role of HRM,
2. The environment in which the HRM function is performed,
3. The meaning and difference between Performance Appraisal and Performance Management,
4. How strategic pay plans and employee benefits are determined.

## Number of credits : 3 Lectures per week : 3 Total Sessions 40

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| --- | --- |
| Unit | Weightage |
| Unit I | 25% |
| Unit II | 25% |
| Unit III | 25% |
| Unit IV | 25% |
| TOTAL | 100% |

**MODULE I : EVOLUTION OF STRATEGIC HUMAN RESOURCE MANAGEMENT**

* Personnel management -> HRM -> SHRM
* Definition and components of SHRM
* Objectives of SHRM
* Difference between traditional HRM and SHRM
* Difference between SHRM and HR strategies
* Link between HR strategy and business strategy
* Investment perspective of HR
* Risk involved in investment in Human Assets
* Factors determining the investment orientation of an organisation

*(Strategic Human Resource Management by Tanuja Agarwala)*

## MODULE II : UNDERSTANDING THE CONCEPT OF SHRM AND HR ENVIRONMENT

* Barriers to strategic HR
* Benefits of SHRM
* Competencies required of HR department to become a strategic partner
* Essential elements of strategic HR
* Environmental trends affecting HRM:
  + Trends in Business Environment
  + Changing nature of work
  + Demographic, Societal and workforce trends
  + Changing nature of Employment Relationship
* HRM a changing function
  + Roles associated with Management of HR (Classification given by Ulrich)
  + Partnership of HR and Line Managers

*(Strategic Human Resource Management by Tanuja Agarwala)*

## MODULE III: PERFORMANCE MANAGEMENT AND APPRAISAL

* Comparison between the two
* Why Performance Management?
* Supervisor’s Role in appraising performance
* Methods of Performance Appraisal with important advantages and disadvantages
  + Alteration Ranking Method
  + Paired Comparison Method
  + Computerised and web Based Performance Appraisal
  + Electronic Performance Monitoring (EPM)
* How to avoid appraisal problems?

*(Human Resource Management by Dessler & Varkkey)*

## MODULE IV: DETERMING STRATEGIC PAY PLANS AND EMPLOYEE EMPLOYEE BENEFITS

* Basic factors in determining pay rates
  + Legal consideration in compensation
  + Union influence on compensation decisions
  + Competitive strategy, corporate policies and compensation
  + Equity and its impact of pay rates
* Process of establishing pay rates:
  + Salary Survey
  + Gob Evaluation
  + Grouping similar jobs together
  + Pricing each pay grade
  + Fine tuning pay rates
* Competency Based Pay – meaning, reasons, advantages and disadvantages
* Flexible benefits programme

1. Cafeteria Approach
2. Flexible Work Arrangements
   * Flexi time and its effectiveness
   * Compressed work week and its effectiveness
3. Other flexible work arrangement
   * Job sharing
   * Work sharing
   * Telecommuting

*(Human Resource Management by Dessler & Varkkey)*

## Topics for assignments:

1. Four levels of integration between the HR functions and the Strategic Management function.
2. Linking of HR systems to organization maturity

*(Essentials of Strategic Human Resource Management by Dr. Anjali Ghanekar)*

1. Compensating Executives and Managers
2. Compensating professional employees.

*(Human Resource Management by Dessler & Varkkey)*

## Topics for seminars:

1. Designing Performance Management Systems.
2. Balance Score Card and HR Score Card.
3. HR manager as a change agent

## Reference Books:

1. Human Resource Management

By Gary Dessler and Biju Varkkey Pearson Prentice Hall

12th Edition

1. Strategic Human Resource Management By Tanuja Agarwala

Oxford University Press 2007 Edition

1. Human Resource Management (Text and Cases) By S. S. Khanka

S. Chand and Company Limited Reprint 2007

1. Essentials of Strategic Human Resource Management By Dr. Anjali Ghanekar

Everest Publishing House First Edition 2009