

(Applicable to the batch of students admitted in the academic year 2016-17 and onwards)

M.Com. (CBCS)

FACULTY OF COMMERCE, OU

## SEMESTER-II

### HUMAN RESOURCE MANAGEMENT

PAPER CODE: COM 8: Core-III

Total Marks: 80+15+05=100

THPW: 5; Credits: 4

ESED: 3 HRS

**OBJECTIVE:** to understand various facets of human resource management & comprehend emerging developments in HRM.

#### UNIT-I: INTRODUCTION:

**Human Resources Management (HRM):** Concepts – Significance – Objectives – Scope – Functions - Changing role of Human Resource Manager – HRM Policies - Impact of Environment on HRM.

**Human Resource Development (HRD):** Concept - Scope - Objectives- Brief introduction of Techniques of HRD.

#### UNIT-II: ACQUISITION OF HUMAN RESOURCE:

**Job Design** - Approaches - Job Rotation - Job Enlargement - Job Enrichment - Job Bandwidth - Job Analysis: Concepts - Objectives - Components (Job Description and Job Specification) - Methods of Job Analysis.; **Human Resource Planning:** Concept - Objectives - Factors affecting HR planning - Process of HR Planning - Problems in HR Planning.; **Recruitment:** Objectives - Sources of recruitment – Selection: Concept – Selection - Procedure – Tests and Interview - Placement - Induction - Promotion - Transfer.

#### UNIT-III: DEVELOPING AND MOTIVATING HUMAN RESOURCE:

**Training** - Assessing training needs - Methods and Evaluation of Training. **Development:** Techniques of Management Development – Evaluating Effectiveness.; **Performance Management:** Concept - Performance Appraisal - Concept- - Traditional and Modern Methods of Appraisal – Concepts of Potential Appraisal, Assessment Centers and Career Planning and Development. **Concept of Empowerment** – Participative Management: Objectives – Types – Quality Circles – Brief Introduction to forms of Workers Participation in Management in India

#### UNIT-IV: MAINTENANCE OF HUMAN RESOURCE:

**Compensation Management:** Objectives – Job Evaluation: Concept – Methods - Essentials of Sound Wage Structure – Concepts of Minimum Wage, Living Wage and Fair Wage – Wage Differentials.

**Employee Relations:** Objectives – Discipline: Objectives – Grievance: Causes – Procedure; Trade Unions: Objectives - Role of Trade Union in New economy - Collective Bargaining: Types – Essential conditions for the success of Collective Bargaining.

#### UNIT-V: HRM IN THE KNOWLEDGE ERA:

**Knowledge Management:** Concept - KM Architecture - Knowledge Conversion - Knowledge Management Process. **Virtual Organizations:** Concept - Features -Types - HR Issues. **Learning Organization:** Concept – Role of Leader in Learning Organizations.

#### SUGGESTED READINGS:

1. Bohlander: Human Resource Management, Thomson
2. David A.De Cenzo and Stephen P.Robins: Personnel/ Human Resource Management, PHI
3. Biswajeet Pattanayak: Human Resource Management, PHI
4. Srinivas K. R: Human Resource Management in Practice, PHI.
5. Mathis: Human Resource Management, 10e Thomson
6. Sadri, Jayasree, Ajgaonkar: Geometry of HR, Himalaya
7. Subba Rao P: Personnel and Human Resource Management, Himalaya.
8. VSP Rao., Human Resource Management, Vikas
9. Mello: Strategic Human Resource Management, 2e Thomson
10. Gupta CB, Human Resource Management, Sultan Chand & Sons.