

**Guidelines**  
**B. Com. (Hons.)**  
**Paper No. CH4.4: Semester IV**  
**HUMAN RESOURCE MANAGEMENT**

**Duration: 3 hours**

**Maximum Marks: 100**  
**Lectures: 75**

### **Unit 1**

Human Resource Management: Relevance and Spectrum to include Difference between Personnel Management and Human Resource Management	<b>2 Lectures</b>
HRD: Concept and evolution to include very brief introduction of the concept of HRD	<b>1 Lecture</b>
Organisation of HR Department	<b>1 Lecture</b>
Role, Status and competencies of HR Manager to include the changing/shifting/evolving role of HR Manager	<b>2 Lectures</b>
HR Policies	<b>2 Lectures</b>
An overview of Government Policy since 1991 affecting Human Resources	<b>2 Lectures</b>
<b>Total 10 Lectures in Unit I</b>	

#### **Focus areas**

1. Role, Status and competencies of HR Manager
2. An overview of Government Policy since 1991 affecting Human Resources

### **Unit II**

Acquisition of Human Resource: Human Resource Planning- Quantitative and Qualitative dimensions	<b>3 Lectures</b>
Job analysis- Job Description and Job Specification	<b>3 Lectures</b>
Recruitment- Concept and sources	<b>3 Lectures</b>
Selection-Concept and process; test and interview	<b>4 Lectures</b>
Placement Induction	<b>2 Lectures</b>
<b>Total 15 Lectures in Unit II</b>	

#### **Focus areas**

1. Job analysis- Job Description and Job Specification
2. Recruitment- Concept and sources
3. Selection-Concept and process; test and interview.

#### **Practical aspects**

1. Job Analysis: Job Description and Job Specification

### **Unit III**

Training and Development: Concept and Importance to include the distinction between training and development	<b>1 Lecture</b>
Identifying training and development needs	<b>2 Lectures</b>
Designing training programmes	<b>2 Lectures</b>
Role specific and competency based training	<b>1 Lecture</b>
Evaluating training effectiveness to include Kirkpatrick's Model	<b>2 Lectures</b>
Training process outsourcing, Management development systems	<b>1 Lecture</b>
Career development	<b>1 Lecture</b>
<b>Total 10 Lectures in Unit III</b>	

#### **Focus areas**

1. Identifying training and development needs
2. Designing training programmes
3. Evaluating training effectiveness.

#### **Practical aspects**

1. Identifying training and development needs
2. Designing training programmes
3. Evaluating training effectiveness

## Unit IV

Performance appraisal system: nature and objectives	2 Lectures
Techniques of performance appraisal	5 Lectures
Potential appraisal	2 Lectures
Employee Counseling	2 Lectures
Job Changes-Transfers and Promotions	4 Lectures
<b>Total 15 Lectures in Unit IV</b>	

### Focus areas

1. Techniques of performance appraisal
2. Job Changes-Transfers and Promotions.

### Practical aspects

1. Techniques of performance appraisal
2. Employee Counselling

## Unit V

Compensation: concept, policies and administration	2 Lectures
Job Evaluation	2 Lectures
Methods of wage payments and incentive plans	2 Lectures
Fringe Benefits	2 Lectures
Performance Linked Compensation	2 Lectures
<b>Total 10 Lectures in Unit V</b>	

### Focus areas

1. Methods of wage payments and incentive plans
2. Fringe Benefits
3. Performance Linked Compensation

### Numerical and Practical

1. Methods of wage payments and incentive plans
2. Fringe Benefits
3. Performance Linked Compensation

## Unit VI

Maintenance: Employee Health and safety	2 Lectures
Employee Welfare	2 Lectures
Social Security	2 Lectures
Grievance handling and redressal	4 Lectures
<b>Total 10 Lectures in Unit VI</b>	

### Focus area

1. Grievance handling and redressal

### Practical aspects

1. Grievance handling and redressal

## Unit VII

Emerging horizons in Human Resource Management	1 Lecture
Human Resource Information System	1 Lecture
Downsizing and VRS	1 Lecture
Empowerment	1 Lecture
Workforce Diversity	1 Lecture
<b>Total 5 Lectures in Unit VII</b>	

Case study on empowerment to be discussed and one role play on workforce diversity may be included.

### Focus area

1. Workforce Diversity.

**Note:** Case studies in each unit should be included as part of teaching pedagogy. In the question paper there should be one compulsory case study without any internal choice. Other four questions should have internal choice.