## SEMESTER ELECTIVES

**(HUMAN RESOURCE MANAGEMENT)**

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| **EH-301** | **LEADERSHIP AND CHANGE MANAGEMENT** | **100** | **4** | **0** | **0** | **3** |

**Unit I**:

Organisational Leadership: Definition, Components and evaluation of leadership, factors of leadership, Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins‘ 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.

## Unit II:

Leadership Motivation, Culture: Motivation Theories for Leadership- Emerging Challenges in Motivating Employees. Motivation, Satisfaction, Performance.Organisational Culture: Meaning, Definitions, Significance, Dimensions, Managing Organisational Culture, Changing organisational Cultural.Leadership Development: Leadership development: Significance – Continuous Learning: Principles of learning to develop effective leadership – Vision and Goals for organisation: significance of goals for leaders – Charting vision and goals of Indian leaders and abroad.

## Unit III:

Strategic Leadership: Leader Self management: significance - Developing self esteem and balancing emotions – Interpersonal Leadership Skills: Praise – Criticise – Communicate – Leadership Assertiveness: Circle of influence and circle of concern – Leadership with Edification: Tools of edification – Leadership and creativity: Developing creative thinking – Leadership and Team Building: Principles of team building, individual versus Group versus Teams – Leadership and Integrity: Developing character and values.

## UNIT IV:

Basics of Change Management: Meaning, nature and Types of Change – change programmes – change levers – change as transformation – change as turnaround – value based change.

## UNIT V:

Mapping change: The role of diagramming in system investigation – A review of basic flow diagramming techniques –systems relationships – systems diagramming and mapping, influence charts, multiple cause diagrams- a multidisciplinary approach -Systems approach to change: systems autonomy and behavior – the intervention strategy model – total project management model (TPMM). Organization Development (OD): Meaning, Nature and scope of OD - Dynamics of planned change – Person-focused and role-focused OD interventions –Planning OD Strategy – OD interventions in Indian Organizations – Challenges to OD Practioners

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

## Reference Books:

1. Peter G. Northouse, Leadership, 2010, Sage. Publication.
2. Richard L. Daft ―Leadership‖ Cengage Learning 2005.
3. Uday Kumar Haldar ―Leadership and Team Building‖ Oxford Higher Education 2010
4. Richard L Hughes, Robert C Ginnett, Gordon J Curphy ―Leadrship‖ Tata Mc Graw Hill Education Private Limited 2012.
5. Peter Lornge, Thought leadership Meets Business, 1st edition, 2009, Cambridge.
6. Cummings: ―Theory of Organisation Development and Change‖, Cengage Learning, New Delhi, 2013.
7. Robert A Paton: Change Management, Sage Publications, New Delhi, 2011. 3. NilanjanSengupta: Managing Changing Organisations, PHI Learning, New Delhi, 2009

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| **EH-302** | **PERFORMANCE EVALUATION AND COMPENSATFION MANAGEMENT** | **100** | **4** | **0** | **0** | **3** |

## Unit- I:

Introduction: –Definition –concerns-scope-Historical developments in performance management-Over view of performance management-Process for managing performance- Importance –Linkage of PM to other HR processes-Performance Audit.

## Unit- II:

Performance Management Planning: Introduction-Need-Importance-Approaches-The Planning Process—Planning Individual Performance- Strategic Planning –Linkages to strategic planning- Barriers to performance planning-Competency Mapping-steps-Methods.

## Unit-III:

Management System: objectives – Functions- Phases of Performance Management System- Competency, Reward and Electronic Performance Management Systems-Performance Monitoring and Counselling: Supervision- Objectives and Principles of Monitoring- Monitoring Process- Periodic reviews- Problem solving- engendering trust-Role efficiency- Coaching- Counselling and Monitoring- Concepts and Skills .

## UNIT -IV:

Compensation: concept and definition – objectives and dimensions of compensation program – factors influencing compensation –Role of compensation and Reward in Modern organizations Compensation as a Retention strategy- aligning compensation strategy with business strategy - Managing Compensation: Designing a compensation system – internal and external equity– pay determinants - frame work of compensation policy - influence of pay on employee attitude and behaviour - the new trends in compensation management at national and international level.

## UNIT V:

Compensation Structure: Compensation Structure -History and past practices, elements of

,management compensation –Types of compensation system-Performance based and Pay based structures-Designing pay structures-comparison in evaluation of different types of pay structures-Significance of factors affecting-Tax Planning –Concept of Tax planning-Role of tax planning in compensation benefits-Tax efficient compensation package-Fixation of tax liability salary restructuring.

Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

## References

1. Prem Chadha: ―Performance Management‖, Macmillan India, New Delhi, 2008.
2. Michael Armstrong & Angela Baron, ―Performance Management‖: The New Realities, Jaico Publishing House, New Delhi, 2010.
3. T.V.Rao, ―Appraising and Developing Managerial Performance‖, Excel Books, 2003.
4. David Wade and Ronad Recardo, ―Corporate Performance Management‖, Butter Heinemann, New Delhi, 2002.
5. Dewakar Goel: ―Performance Appraisal and Compensation Management‖, PHI Leaarning, New Delhi, 2009
6. A.M. Sarma ―Performance Management Systems‖ Himalaya Publishing House, New Delhi, 2010.

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| **EH-303** | **HUMAN RESOURCE METRICS AND ANALYTICS** | **100** | **4** | **0** | **0** | **3** |

**Objective of the Course:** Objective of the course is to provide knowledge in developing right HR metrics and analytics based on the organizational requirements. This will lay foundation in pruning HR metrics into Analytics for effective management decisions.

## Unit 1

HR Metrics Overview--Concepts, Objectives-- Historical evolution of HR metrics.--Explain how and why metrics are used in an organization--Deciding what metrics are important to your business--HR metrics design principles--Approaches for designing HR metrics--The Inside-Out Approach--The Outside-In Approach-- Align HR metrics with business strategy, goals and objectives--Link HR to the strategy map--

## Unit II

Creating levels of metrics measures—HR Effeciency measures—HR Effectiveness measures-- HR value / impact measures. Building HR functions metrics-- Workforce Planning Metrics-- Recruitment Metrics --Training & Development Metrics-- Compensation & Benefits Metrics -- Employee relations & Retention Metrics

## Unit III

HR Analytics Overview -- What HR Analytics. -- Importance of HR Analytics. -- Translating HR metrics results into actionable business decisions for upper management (Using Excel Application exercises, HR dashboards)-- HR information systems and data sources-- HR Metrics and HR Analytics-- Intuition versus analytical thinking-- HRMS/HRIS and data sources-- Analytics frameworks like LAMP-- HCM:21(r) Model.

## Unit IV

Diversity Analysis-- Equality, diversity and inclusion, measuring diversity and inclusion, Testing the impact of diversity, Workforce segmentation and search for critical job roles.. Recruitment and Selection Analytics--Evaluating Reliability and validity of selection models, Finding out selection bias.Predicting the performance and turnover. Performance Analysis-- Predicting employee performance, Training requirements, evaluating training and development.

## UNIT V:

Optimizing selection and promotion decisions. Monitoring impact of Interventions-- Tracking impact interventions-- Evaluating stress levels and value-change-- Formulating evidence based practices and responsible investment-- Evaluation mediation process, moderation and interaction analysis.

## References

* 1. Edwards Martin R, Edwards Kirsten (2016),―Predictive HR Analytics: Mastering the HR Metric‖,Kogan Page Publishers, ISBN-0749473924
	2. Fitz-enz Jac (2010), ―The new HR analytics: predicting the economic value of your company‘s human capital investments‖, AMACOM, ISBN-13: 978-0-8144-1643-3
	3. Fitz-enz Jac, Mattox II John (2014), ―Predictive Analytics for Human Resources‖, Wiley, ISBN- 1118940709
	4. Bernard Marr(2018), Data Driven HR:How to use Analytics and metrics to data driven performance,Kindle Edition.
	5. John Sullivan(2003)HR Metrics The World Class Way, Kennedy Information ISBN 978- 1932079012

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| **EH-304** | **HUMAN CAPITAL MANAGEMENT** | **100** | **4** | **0** | **0** | **3** |

## Unit I:

Economic theories of Human Capital: Nature and Role of Human Capital; The Human Capital Model; Predictions of Human Capital Approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organized labour; Industrialization and Development of Labour Economy; Growth of Labour Market in India in the globalised stetting.

## Unit II:

Accounting Aspects of Human Capital – Cost Based Models: Meaning, Basic Premises, Need and Significance of HRA, Advantages and Limitation of HRA; Monetary and Non-Monetary Models; Cost Based Models- Acquisition Cost Method, Replacement Cost Model, Opportunity Cost Method, standard cost method, Current Purchasing Power Method (C.P.P.M.); Comparison of Cost incurred on Human capital and the contributions made by them in the light of productivity and other aspects.

## Unit III:

Accounting Aspects of Human Capital – Value Based Models: Value Based Models - Hermanson‘sUnpurchased Goodwill Method, Hermanson‘s Adjusted Discount Future Wages Model, Lev and Schwartz Present Value of Future Earnings Model, Flamholtz‘s Stochastic Rewards Valuation Model, Jaggi and Lau‘s Human Resource Valuation Model, Robbinson‘s Human Asset Multiplier Method, Watson‘s Return on Effort Employed Method, Brummet, Flamholtz and Pyle‘s Economic Value Method of Group Valuation, Morse‘s Net Benefit Method; Recent developments in the field of Human Asset/Capital Accounting.

## Unit IV:

Quality of Work Life: Workers‘ Participation in Management - Worker‘s Participation in India, shop floor, Plant Level, Board Level- Quality Circles. Workers‘ education objectives - Rewarding. Employees Engagement and Empowerment-nature-types-drivers-benefits- measurement of Engagement-Empowerment.

## Unit V:

Industrial Accidents and safety: meaning and definition of accident-types of industrial accidents-cost and consequences-causes and prevention of accidents- Industrial safety –statutory machineries for industrial safety-safety audit. Social Security: Introduction and types –Social Security in India, Health and Occupational safety programs- work place discipline –work place counselling-meaning –definition –types-advantages-characteristics of an effective counsellor.

## Relevant cases have to be discussed in each unit and in examination case is compulsory from any unit.

**References**

1. I.L.O., Social & Labour aspects of Economic Development, Geneva
2. Report of the National Commission on Labour
3. Patterson & Schol., Economic Problems of Modern Life. Mc-Graw Hill Book Company.
4. Walter Hageabuch, Social Economics, Cambridge University Press.
5. S. Howard Patterson, Social Aspects of Industry.
6. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
7. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
8. Hermanson, Roger H. Accounting for Human Assets, Occasionals Paper No.14, Graduate School of Business Administration, Michigan State University. 9. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
9. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
10. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
11. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.