

Human Resource Management

MBA – Year 1

School of Management Studies (SOMS) : NITC

Course Instructors : Dr. Sandeep K. Krishnan (SK) and Prof K. Kunhikrishnan (KK)

Introduction

Human Resource Management has become a critical function in organization is considered strategic in nature in terms of content and impact on the organization. It is also an area where developments and changes are happening at a very fast rate. New age industries and knowledge workers have also made HR rechristen to a strategic business partner. This course is meant to give an understanding of various functions of HR and enabling you to appreciate Human Resource Management concepts as a Manager, HR professional, or an entrepreneur.

After completing the course participants should :

- a) be able to understand the theory and practice relating to Human Resource Management
- b) Develop insight and competence in developing HRM skills and be aware of industry practices.
- c) Gain necessary insight, skills and competence to become an effective HR professional

Teaching Methodology:

Teaching methodology is based on lecture method and case analysis. Participants are expected to prepare the case and readings. Evaluation of the course involves a learning paper.

Groups will be formed by the instructor and will be communicated to the participants. Certain pre decided sessions will involve presentation/submission by student groups.

Evaluation:

Project Proposal: 10 %

Final Project Presentation and Submission: 20 %

4 Quiz/ Case Analysis: 20 %

Mid Term Examination: 20%

End Term Examination: 25 %

Attendance: 5 %

Session 1

Topic: Introduction to the course (SK)
Reading: Reference book Chapter 1 and 2
Case study : Krishnan, Sandeep K. (2010). What is my future, *Human Capital*, August

Session 2

Topic: Strategic Human Resource Management and Human Resource Planning (SK)
Reading: Chapter 5 – Reference Book
Ulrich, D. 1998. A new mandate for human resources. *Harvard Business Review*, 76 (1): 124-135.

Session 3-5

Topic: Foundations of Recruitment and Selection and Psychological perspectives to HRM (KK)
Chapter 6 and 7
Note on Hiring and Selection – HBS (Must Read)
Case : SG Cowen :New Recruits

Session 6-7

Topic: Foundations of Performance Management (KK)
Reading: Chapter 9
Case : Citibank Performance Evaluation

Session 8-9

Topic: Foundation of Training and Development (KK) and Careers
Reading: Chapter 8
Case : Supervalu Inc
Case Study : Thomas Green : Power, Office Politics, and a Career in Crisis (HBS)

Session 10-11 Managing Industrial Relations and Trade Unions (KK)

Reading: Chapter 13 and 14

Session 12-13 Managing Compensation and Rewards (SK)

Reading: Chapter 11 and 12
Case : Harrah's Entertainment Inc, Rewarding our people

Session 14

Topic: Mid Term Evaluation

Session 15-16

Topic: International Human Resource Management (SK) , HRIS and Outsourcing
Reading: Chapter 16
Case: Colgate Palmolive : Managing International Careers
Reading : Issues and concerns in the implementation and maintenance of HRIS (Sandeep K. Krishnan and Manjari Singh)

Session 17-18

Topic : Talent Management Concepts and Practice and Competency based HRM , HR in Mergers and Acquisitions(SK)
Krishnan, Sandeep K. & Varkkey, Biju. (2004). Nurturing Fast Track Leadership- A Concept Paper, In Jain, Uma., Pareek, Udai., & Shukla, Madhukar. (Eds).Developing Leadership for the Global Era – HRD Perspectives and Initiatives
Knotted forever. Sandeep K. Krishnan , Human Capital
Talent Management for the Twenty-First Century
by Peter Capelli
Case Study: Krishnan, Sandeep K. (2010). What is my future, *Human Capital*, August

Session 19-20 Contemporary Issues (Quality of work life, Harassment, Employee Welfare) (KK)

Reading: Chapter 4 and 15
Krishnan, Sandeep K. and C.S. Anilkumar. (2005). Balancing work & life – the new age dilemma. *Human Capital*, Vol 9, No 3, pp 49-53

Session 21 Comprehensive Overview (SK)

Reading:

Session 22-23

Topic: Project Presentations (SK)

Session 24

Recap and Closure (SK)

It is suggested that students make extensive use of internet resources along with the suggested readings for each of the sessions.

Contact of Instructors : Dr Sandeep K. Krishnan (Sandeephrm@gmail.com)
Prof K. Kunhikrishnan (k.kallidil@gmail.com)

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Dr. Sandeep K. Krishnan is the vice president, HR and corporate development, Acropetal Technologies, India where he heads the function. He is a mechanical engineer and a fellow of the Indian Institute of Management, Ahmedabad, where he completed his doctorate. His areas of expertise include designing human resource processes, leadership development, organization structuring, and employer branding. He has been instrumental in organization development and bringing change by instilling effective HR processes, and systems as an in-house professional and as a consultant. His work has been recognized by Asia Pacific HRM congress with Acropetal winning “Organization with Innovative HR practices” award. He has worked with organizations such as IBM, RPG, and Ernst and Young in the area of human resource consulting, Talent Management, and as an HR Generalist. He teaches as a visiting faculty in institutes like IIMs, and IMT Nagpur. He has published papers in highly regarded academic journals and publications of general interest.

Prof K. Kunhikrishnan retired as the Pro Vice Chancellor of Kannur University Kerala and has more than 35 years of experience as faculty, administrator, and academic advisor.

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