

E1.1 HUMAN RESOURCE MANAGEMENT

Managing the Human Resource: the role and function of HR including strategic linkages; HRM policy and procedures; organization of the HR department; models of HR delivery; the role of line managers in managing HR.
Human Resource Planning (HRP): HR Planning Process; modeling HRP including mathematical models; external and internal strategic integration; HR information system.

Recruitment and Selection (R&S): the theoretical basis of R&S; external and internal influences; methods of recruiting; alternatives to recruitment; cost-benefit analysis of recruiting; selection process; cost-benefit analysis for the selection decision; strategic R&S; legal and ethical perspectives.

Human Resource Development (HRD): different approaches to HRD; strategically focused HRD; managerial responsibilities and approaches for developing managers; HRD contribution to change management; techniques for organizational development; the need for training ;creation of a HRD plan; training management.

Management Development: HRM and management development; management development and organizational strategy; organizational approaches to management development; implementing management development programmes; issues in management development.

Performance Management (PM): performance evaluation techniques; performance appraisal; problems in performance evaluations; performance-based rewards; legal and ethical perspectives; PM as a driver and facilitator of change; cross-cultural implications for PM.

Managing the Employment Relationship: nature of the employment relationship; statutory frameworks; employment contract; key concepts such as conflict, cooperation, involvement and commitment; employee involvement and communication; types of employee involvement; processes used to regulate the employment relationship.

Terminating the Employment Relationship: managing dismissal and redundancy; statutory aspects; organizational downsizing and change implications; ethical and sustainability considerations

Remuneration and Reward: remuneration strategies; pay determination; designing a payment system; salaries and wages; payment by time systems; incentives; bonus schemes; performance related pay; employee benefits, contingency theory.

Books:

1. Gary Dessler, *Human Resources Management*, Pearson Education, New Delhi.
2. Udai Pareek, T.V Rao, *Designing Managing Human Resources Systems*, Oxford IBH, New Delhi
3. Arun Monappa, *Human Resource Management*, TMH, New Delhi, 2004
4. John M. Ivancevich, *Human Resource Management*, 9/e, Tata McGraw- Hill, 2003.