

**Course Objectives:**

1. To impart basic knowledge of the concepts & tools of HRM
2. To provide an understanding of the role HRM plays in the overall strategic setting
3. To familiarize the students with the behavioral patterns of human beings at individual and group levels in the context of an organization
4. To enhance the ability of the students in the knowledge, prediction & control of human behavior in an organization.
5. To learn the importance of HR planning in an organization
6. To understand need and methods of HR training
7. To learn the features and factors affecting one's personality

**Course Outcomes:**

- CO1:** Prepare the students to understand the complexities of a tourism organization and the behavioral differences of people.
- CO2:** Impart the skills and abilities of managing personnel's in tourism sector.
- CO3:** Able to make effective and efficient HR plans and policies
- CO4:** To prepare themselves for change management, conflict management, trade unions issues
- CO5:** To select most suitable persons for the organization
- CO6:** To be able to give effective training for the employees
- CO7:** To be able to understand the employees and manage them well

**Pedagogy:** Lectures, assignments, role play, discussions, seminars.

**UNIT I** Introduction - The Concept - Significance of HR - objectives & functions of HR – Evolution & growth – Planning & Procurement - HRP – Definition – need – process - job analysis - meaning - importance - purpose - job description - job specifications - job design.

**UNIT II** Recruitment – Sources & Techniques. Selection – Steps in selection process & Interview. Placement & Induction & Orientation- Internal Mobility: Definition, Methods and Process- Employee Development - Employee Training & Development – Meaning – Need – Methods – Training Evaluation.

**UNIT III** Employee counseling – Meaning – Need – Types – Skills required. Career Planning – Need – Process – Advantages – Limitations. Compensation Management- Importance – Objectives –Principles - Components – Methods of Compensation - Incentives – Benefits & Services - Salary Structure-Employee Welfare-Social Security Measures. Employee Relations - Management of Grievances – Causes – Handling & Redressal Procedure Discipline – Disciplinary Action – Suspension - Retrenchment - Dismissal – Grounds for dismissal. Teams & Team Work. Collective Bargaining

**UNIT IV** Organizational Behaviour & Individual Behaviour - Nature – Importance and features of OB –Benefits of OB- OB Model – Approaches to the study of OB - Personality – Meaning – Determinants – Traits – Theories of Personality – Perception & Attribution –

Meaning & Definition – Factors influencing perception – Perceptual Process. Learning – Meaning – Theories – Process of Learning.

**UNIT V Group Process - Group Dynamics** – Types of Group – Importance of Group – Group behaviour – Group norms – Cohesiveness – Group Decision making – Group development Stages. Conflict - Meaning - Types – Sources - Conflict Management Techniques. Organization Development – Goals - Conditions for the success – OD interventions – Development of internal OD facilitators- Change Management- Change & its affect – Managing Change

**References:**

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2. Darren Lee – Ross(ed) HRM in Tourism & Hospitality – International Perspective to SME
3. Eric Laws – Tourism: Managing Packed Tourism - Thomson Business Press.
4. Greenberg & Baron – Behavior in Organizations – Prentice Hall
5. Human Resource Management – L M Prasad – Sultan Publications, New Delhi.
6. K Ashwathappa – Organizational Behavior – Himalaya Publishing House.
7. Kelly Joe – Organizational Behavior – Surjert Publications
8. Luthans Fred – Organizational Behavior – McGraw Hill Publications
9. Manoj Madhukar – Human Resource Management in Tourism – Rajat Publication, New Delhi
10. New storms John W & Davis Keith – Organizational Behavior – Human Behavior at Work – TATA McGraw
11. Rao V S P & P S Narayan – Organizational Theory & Practices – Konark Publishers Pvt Ltd, New Delhi
12. Robbin Stephen P – Organizational Behavior – Prentice Hall of India