



**MANGALORE UNIVERSITY**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MBAH 451: HUMAN RESOURCE MANAGEMENT**

Workload : 4 hours per week – Total credits 4

Examination : 3 hours; 30 marks continuous evaluation & 70 marks final examination.

Objectives : To impart basic knowledge of the concepts and tools of HRM as relevant to industrial organisation and to provide an understanding of the role of HRM in the overall strategic setting.

Pedagogy : Lectures, assignments, practical exercises, application of research to HR related problems.

1. **Human Resource Management at Work** – Changing environment of HRM – Strategic planning and HR management – Tomorrows HR today.
2. **HR Functions I** – Concepts of job, career and job analysis; Human Resource Planning Models. Work load analysis; Workforce analysis. Process and methods of recruitment: Process and methods of selection.
3. **HR functions II** – Compensation Management – Basic determinants of compensation – Building employer's commitment – Pricing Managerial and Professional jobs – current issues in compensation.
4. **HR Function III** – Pay for performance and financial incentives – Incentives for operations employees – Incentives for Managers and Executives – Organization-wide incentive plans and its development – various employee benefits and services.
5. **Human Resources Development I** – Role of Training – Training process – Training need analysis – Training techniques – Evaluation of Training effectiveness.
6. **Human Resources Development II** – Performance Appraisal its methods and types – need for performance appraisal – Problems in performance appraisal and solutions – Role of appraisal in managing performances; Career Planning – Process - Career Development, Career stages - Career Choices and Preferences; Succession Planning – Developing managerial career – Techniques for managerial career development; Role of counseling in management.
7. **Employee safety and health** – occupational safety – causes of accidents and its prevention – supervisor's role in safety – an overview Labor welfare activities
8. **Employee Participation and Relations** – Participation and motivation - types and degree of participation - structure and functions of participation in management - Benefits of participation; Managing grievances and Discipline - Grievance Procedure - collective Bargaining - Settlement of Disputes.
9. **Future challenges of HR** – Managing Human Resources in future - Gen Y; Managing Human Resources in International Business.

## **References:**

1. Nick Wilton-An Introduction to Human Resource management-Sage.
2. MonappaArun&Saiyadain Mirza- Personnel Management – Tata McGraw Hill
3. Tyson Shaun & York Alfred-Essentials of HRM-Butterworth Heinemann
4. Fisher Cynthia D, Schsenfeldt Lyle F, Shaw James B- Human Resources management- All India Publishers and Distributors.
5. Dressler Gary – Human Resource Management- Prentice Hall of India.
6. DeCenzodavid A and Robbins Stephen P- Personnel / Human Resources management- Prentice Hall of India.
7. Ivancevich John M- Human Resources Management- Irwin McGraw Hill
8. Kossek Ellen Ernst & Block Richard N-Human Resources Management in the 21<sup>st</sup> Century- South Western College Publishing.
9. Ashwathappa- Human Resource Management-McGraw Hill.
10. Dwivedi RS – A Text book of Human Resource Management - Vikas Publishing House, New Delhi.
11. Aquinas PG – Human Resource Management – Principles and practice- Vikas Publishing House, New Delhi.

