



Department of Commerce MCom (HRD)

CRS555: EMPLOYEE ENGAGEMENT AND EMPOWERMENT

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: To familiarize the students about the relevance and significance of not only attracting but more importantly retaining talented people in organizations with a special focus on career management, benefits administration, managing workforce diversity, and health and safety administration.

Course Out Comes :

1. Explains the usefulness of diagnosing problems involving human behaviour and examining psychological and sociological phenomenon.

Unit -1: Employee Engagement and Empowerment: An overview – Definition, objectives, Scope – Key Players in Engagement and Empowerment-, - HRM and Employee Engagement and Empowerment – Recent trends.

Unit -2: Theorising Employee Engagement and Empowerment: Maslow's Need Hierarchy, Herzberg's Two-Factor Theory, Theory X & Y, Achievement Motivation Theory, Expectancy Theory, ERG Theory, Socio-Technical Theory, Job Characteristics Theory, LMX Theory, Theory Z, and Social Cognitive Theory – Recent trends.

Unit -3: Employee Empowerment: Key elements: Power, Information, Reward and Knowledge (PIRK)

– Process of Employee Empowerment – Benefits of Employee empowerment - Levels of Employee Involvement: Enabling, Involving and Encouraging - Principles of Employee Empowerment- Recent Trends in Empowerment.

Unit -4: Employee Engagement: Meaning - Types of Employee- Components and Engagement - Elements of Engagement–Engagement framework: People, Reward, Company practices, Work, quality of life, Opportunities– Consequences of engagement – Roll of Top Managers in Employee Engagement - Employee Engagement using Social Media- Recent Trends in Engagement.

Unit -5: Employee Engagement and Empowerment: Basic Issues and concern- Best Practices - Key Improving Performance - Impact on Organisation Performance- Engagement Strategies – Drivers of Employee Engagement - Recent Trends.

References:

1. C. Argyris, *On Organisational Learning*, Blackwell.
2. Christopher Rice & Fraser Marlow, *The Engagement Equation: Leadership Strategies for an Inspired Workforce*.
3. Cotton, J. L. – *Employee Involvement: Methods for improving performance and work attitudes*. CA: Sage.
4. Dale, H. Besterfield, Carol, Besterfield, Glen, H. Besterfield & Mary Besterfield – *Total Quality Management*. London: Prentice Hall.
5. DBM Fetterman, *Foundation of Empowerment Evaluation*, Sage.
6. E E Lawler III, *The Ultimate Advantage: Creating High Involvement Organisation*, Jossey Boss.
7. Gary Yukl – *Leadership in Organisations*. Singapore: Pearson.
8. Gerald, R. Ferris & Ronald, M. Buckley – *Human Resource Management: Perspective, context, functions & outcomes*. Prentice Hall Inc.
9. Ian Beardwell & Len Holden (Eds). - *Human resource Management: A contemporary perspective*. UK: Pitman Publishing.
10. J B Mondros and S M Wilson, *Organising for Power and Empowerment*, Columbia University Press.
11. Jim Haudan, *The Art of Engagement: Bridging the Gap Between People and Possibilities*.
12. John Storey (ED.) – *Human Resource Management*. USA: Routledge.
13. Kevin Kruse, *Employee Engagement for Everyone: 4 Keys to Happiness and Fulfillment at Work*.
14. Lawler, E. E. III - *High Involvement Management*. San Francisco: Jossey-Bass.
15. Lawler, E. E. III - *Ultimate Advantage: Creating the High-Involvement Organisations*. San Francisco: Jossey-Bass.
16. Mark Royal and Tom Agnew, *The Enemy of Engagement: Put an End to Workplace Frustration-- and Get the Most from Your Employees*, Amacom.
17. Michael Armstrong – *A Handbook of Human Resource Management and Practice*. London: Kogan Page Ltd.
18. P. Block, *The Empowered Manager*, Jossey Boss.
19. Simon L. Albrecht, *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*; Edward.
20. Stephen, P. Robbins – *Organisational Behaviour: Concepts, controversies & applications*. London: Prentice Hall.
21. William H. Macey, Benjamin Schneide), Karen M. Barbera, Scott A. Young, *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*, Wiley-Blackwell.