# GUJARAT UNIVERSITY SYLLABUS FOR T.Y. BBA SEMESTER-VI

**SUBJECT ELECTIVE COURSE (SEC)- 314 ADVANCED HUMAN RESOURCE MANAGEMENT II**

**Introduction:** The role of HRM in organizations has gained tremendous importance over the years. It has come some way from ‘Personnel Management’ and today, is looked upon as a strategic partner. Organizations with global presence, movement of workforce across geographical boundaries have challenged the HR function as never before. The aim of this course is to provide the under-graduate students with some knowledge about the important sub- functions of HRM; functions that have not been covered in the core courses Basic Human Resource Management and Human resource Management in Semesters III and IV.

**Objectives:** To provide students an understanding of:

1. The concept, objectives and statutory provisions regarding employee discipline,
2. The concepts of Human Resource Development and Talent Management,
3. Managing careers and mentoring
4. The contemporary issues of HR.

## Number of lectures a week: 3 Number of credits: 3

**Total Sessions 40**

|  |  |
| --- | --- |
| **Module number** | **Weightage** |
| **I** | **25%** |
| **II** | **25%** |
| **III** | **25%** |
| **IV** | **25%** |
| **Total** | **100%** |

**MODULE I: EMPLOYEE DISCIPLINE**

* Concept and definitions
* Objectives
* Holistic view on discipline i.e the positive approach to discipline *(Human Resource Development by Werner and Desimone)*
* Causes of indiscipline
* Types of Discipline
* Essentials of a good disciplinary system
* Code of Discipline
* Procedure
* Kinds of punishment/penalties
* Role of HR Manager in maintaining discipline
* Statutory provisions concerning discipline
* Guidelines of a disciplinary action
* Principles of effective discipline

*(Human Resource Management – Text and Cases by S. S. Khanka)*

## MODULE II: HUMAN RESOURCE DEVELOPMENT AND TALENT MANAGEMENT

1. TRAINING AND DEVELOPMENT OF HUMAN RESOURCE
2. Significance of training and development
   * Training as a strategic organizational activity
3. Linkage Between business strategy and training
   * Defender strategy
   * Prospector strategy
4. The process of training and development Need Assessment

Programme design and development Programme implementation Evaluation

1. Special forms of Training and Development Team Training

Diversity Training

Training for Global Assignments Training for leadership Skills Orientation Training

*(Strategic Human Resource Management by Tanuja Agarwala)*

1. Talent Management
   * Meaning and Benefits
   * Process of talent management
   * Focus of talent management
   * Challenges to talent management

*(Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)*

## MODULE III: MANAGING CAREERS AND MENTORING

1. Career planning methods used by organisations and objectives of each method Career Development interventions for each career stage

Mentor relationships

* + mentors and protégés
  + roles and functions of mentors
  + formal and informal mentoring relationships

1. Individual, Organizational benefits of mentoring programmes

Negative mentoring experiences

Key element of successful mentoring relationship Special mentoring challenges

*(Strategic Human Resource Management by Tanuja Agarwala)*

## MODULE IV: CONTEMPORARY ISSUES OF HR

1. International Human resource management
   * Types of International Organizations
   * International HRM
   * Difference between IHRM and Domestic HRM
   * Reasons for increasing importance of IHRM IHRM Practices
   * International staffing
   * Pre- departure training for International Assignments
   * Repatriation
   * Performance Management in International Assignment
   * Compensation Issues in International Assignment

*(Strategic Human Resource Management by Tanuja Agarwala)*

1. Challenges Faced by HR in Knowledge Economy

*(Exhibit 2.2 (pages 81-83)of Strategic Human Resource Management by Tanuja Agarwala)*

1. Role of HR in Managing Cultural Change

*(Pages 104-107 of Strategic Human Resource Management by Tanuja Agarwala)*

1. Innovations
   * Meaning
   * Core elements of innovation system: Leadership and management, Strategic alignment, Innovation process, Organization and people, Matrix, and Corporate culture.
   * Framework for innovation
   * Key strategies for innovation efficiency

*(Pages 380-387 of Essentials of Strategic Human Resource Management –Dr. Anjali Ghanekar)*

## Topics for assignments:

1. Managing innovation versus managing operations.
2. Knowledge Management for consistency and innovation.
3. HR challenges in managing mergers and acquisitions

*(Essentials of strategic Human Resource Management by Dr. Anjali Ghanekar)*

1. Discipline without punishment. *(Human Resource Management by Dessler and Varkkey)*

## Topics for seminars:

1. Talent Management – Challenges and Opportunities.
2. HR Manager as a catalyst for discipline, wellness, conduct and healthy IR.
3. Grey areas of HR.

## Reference Books:

1. Human Resource Management

By Gary Dessler and Biju Varkkey Pearson Prentice Hall

12th Edition

1. Strategic Human Resource Management By Tanuja Agarwala

Oxford University Press 2007 Edition

1. Human Resource Management (Text and Cases) By S. S. Khanka

S. Chand and Company Limited Reprint 2007

1. Essentials of Strategic Human Resource Management By Dr. Anjali Ghanekar

Everest Publishing House First Edition 2009

1. Human Resource Development By Werner and Desimone Cengage Learning (India Edition) 2012 Edition