

Bachelors in Arts with With Community Science
Category-V

**DISCIPLINE SPECIFIC ELECTIVE COURSE – DSE-RMDA 5-HSC:
HUMAN RESOURCE MANAGEMENT**

CREDIT DISTRIBUTION, ELIGIBILITY, PRE-REQUISITES OF THE COURSE

Course Title & Code	Credits	Credit distribution of the course			Eligibility Criteria	Prerequisite of the course
		Lecture	Tutorial	Practical		
Human Resource Management	4	2	0	2	Class XII	Appeared in Introduction to Resource Management

Learning Objectives

- To familiarize the students with the importance of human resources and their effective management in organizations.
- To comprehend functions of human resource management.
- To sensitize students towards the emerging trends and modern practices in the field of human resource management to meet the changing needs of business environment.

Learning Outcomes

The students would be able to:

- Develop an understanding about the discipline of human resource management.
- Acquire knowledge about the functions of human resource management.
- Gain insight into emerging trends and modern practices in the field of human resource management.

THEORY
(Credits 2; Hours 30)

UNIT I: Human Resources Management

6 Hours

The focus of this unit would be on developing the fundamental concepts of human resource management and its applicability in changing business environment.

- Concept, functions, roles, skills and competencies
- Changing environment of HRM- Globalization, corporate downsizing, cultural environment, work force diversity, changing skill requirement, technological changes.
- HRM support for improvement programs -re engineering processes, contingent workforce, decentralized work sites.

UNIT II: Functions of HR

10 Hours

This unit attempts to acquaint the students in understanding the functions of human resource management.

- Manpower planning
- Job Analysis – job description and job specification

- Recruitment and selection
- Placement and Induction
- Performance appraisal and development
- Compensation and Benefits
- Training and Development
- Motivation

UNIT III: Human Resources Audit

8 Hours

This unit will help students to gain insights about the components of HR system used in an organization for auditing purposes to check its effectiveness.

- Concept, significance, components and process
- HRM as a strategic partner
- Work life balance.

UNIT IV: Industrial Relations

6 Hours

This unit will help students to understand the role of HR in industrial relationship management.

- Introduction to Industrial Relations and Industrial disputes
- Employee grievances and Discipline
- Collective bargaining

PRACTICAL (Credits 2; Hours 60)

1. **Analysis of Human Resource Management Environment and HR Audit:** Conduct an analysis of the HR environment and perform an HR audit in an organization using case studies.
2. **Job analysis & job description preparation:** Students will create a job description for a specific position, including the job title, job summary, key responsibilities, required qualifications, skills, and competencies.
3. **Recruitment & Selection simulation:**
 - a. Design a recruitment advertisement
 - b. Conduct mock interviews in class
 - c. Prepare candidate evaluation sheet
4. **Training need analysis:** Students to design a one-day training module including: session plan, activities and evaluation method.
5. **Performance appraisal exercise:**
 - a. Design a performance appraisal form
 - b. Include KPIs, rating scale, feedback section
 - c. Compare two methods (e.g., 360 -degree & MBO)

Essential Readings

UNIT I

This unit introduces the basic concepts, roles, and skills of HRM. It explores how HR adapts to globalization, workforce diversity, and technological changes. Students will also learn HR's role in improvement programs and managing a flexible workforce.

- **Aswathappa, K., & Dash, S. (2023).** *Human resource management: Text and cases* (10th ed.). McGraw Hill.
- **Dessler, G., & Varkkey, B. (2023).** *Human resource management (17th ed.)*. Pearson Education.
- **Sharma, R. C., & Sharma, N. (2025).** *Human Resource Management: Concepts, Theories and Contemporary Practices*. Routledge India

UNIT II

Students will learn the core functions of HR, including manpower planning, recruitment, selection, training, performance appraisal, compensation, and motivation. The unit emphasizes practical HR activities and their application in organizations.

- **Dessler G. (2020).** *Human Resource Management*. Prentice Hall of India Pvt. Ltd, New Delhi.
- **Durai, P. (2025).** *Human Resource Management* (3rd ed.). Pearson Education India.

UNIT III

This unit covers the purpose and process of auditing HR systems to check effectiveness. Students will understand HR as a strategic partner and learn to evaluate work-life balance initiatives.

- **Kumari, N., Srinivas, V. A., Sivakami, R., Mukherjee, N., & Vijyata. (2025).** *Human Resource Management*. KD Publications.
- **Sinha, P. R. N., Shekhar, S. P., & Bala, I. (2023).** *Human Resource Management*. Cengage India.
- **Sharma, R. C., & Sharma, N. (2025).** *Human Resource Management: Concepts, Theories and Contemporary Practices*. Routledge India.

UNIT IV

Students will explore the role of HR in managing industrial relations. Topics include handling grievances, discipline, collective bargaining, and resolving industrial disputes.

- **Gupta, C. B. (2025).** *Human Resource Management: Text & Cases* (20th ed.). Sultan Chand & Sons.
- **Sharma, R. C., & Sharma, N. (2025).** *Human Resource Management: Concepts, Theories and Contemporary Practices*. Routledge India.

Suggested Readings

- **Armstrong, S., & Mitchell, B. (2022).** *The essential HR handbook*. Red Wheel/Weiser. <https://doi.org/ISBN-10: 195365018X>
- **Dessler, G. (2020).** *Human Resource Management*. Prentice Hall of India Pvt. Ltd, New Delhi.
- **Ivancevich, J. M. (2010).** *Human Resource Management* (10th ed.). Tata McGraw Hill Education Pvt. Ltd.
- **Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. (2012).** *Fundamentals of Human Resource Management* (3rd ed.). McGrawHill Education Ltd.
- **Subbaroo, R. (2007).** *Personnel and HRM – Text and Cases*. Himalaya Publishing House, New Delhi.
- **Vance, C. M., & Paik, Y. (2009).** *Managing a Global Workforce: Challenges and Opportunities in International Human Resource Management*. PHI Learning.

Note: Examination scheme and mode shall be as prescribed by the Examination Branch, University of Delhi, from time to time.