

approaches; Providing feedback – nature, effectiveness and guidelines, 360 -degree feedback and the feed-forward interview, Use of technology and e-PMS; Coaching – process, approach and techniques.

Unit 3: Applications of Performance Management (15 hours)

Managing organizational performance – process and strategic approach, business performance management systems, organizational capability, human capital management, developing a high performance culture; Managing team performance - team competencies, measures and processes for team performance management, performance of individual team members; Performance management and employee engagement – concept, significance and enablers; Performance management and reward – financial and non-financial; International performance management – subsidiaries of multi-national organizations, expatriates performance management.

Unit 4: Performance Management – Reality and Reinvention (6 hours)

Correcting the wrongs in the performance management process – reasons for failure; reinventing performance management – the way forward.

Essential/recommended Readings (latest edition of readings to be used)

1. Michael A., *Armstrong's Handbook of Performance Management: An Evidence - Based Guide to Delivering High Performance*. Kogan Page. (6th ed.)
2. D. Gary. *Human Resource Management*. Prentice Hall. (12th ed.)
3. Bhattacharyya, D.K. *Performance Management systems and strategies*, Pearson Education
4. Rao, T. V. (2016). *Performance management: toward organizational excellence*. Sage Publications India.

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

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-7)

DSE 7: HUMAN RESOURCE PLANNING

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical/ Practice		
Human Resource Planning (DSE 7)	4	3	1	0	Class XII	Basics of Human Resource Management

Learning Objectives

- To equip the learners to understand the fundamentals of human resource function of workforce planning through application of tools, techniques and various concepts related to human resource planning.
- To familiarise the learners with HR information system, strategic HR planning.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Explain the meaning, need and importance of HRP, various techniques and effective HR planning.
- Describe the meaning objectives HRIS, steps in designing HRIS, trends in HRIS.
- Analyse the HRP Management process HRP evaluation.
- Evaluate the Strategic HRP, Mergers and Acquisition and its impact on HRP, Outsourcing and its impact on HRPs

SYLLABUS OF DSE 7

Unit 1: Fundamentals of Human Resource Planning (12 Hours)

Overview of Human Resource Planning (HRP): Human Resource Planning – Meaning, Nature, Need and Importance; Process of HRP – Steps in HRP; HR Demand Forecasting – Factors, Techniques – Managerial Judgement, Ratio Trend Analysis, Regression Analysis, Work Study Technique, Delphi Technique; HR Supply Forecasting – Factors, Techniques –Skills Inventories, Succession Plans, Replacement Charts, Staffing Tables; Barriers in Effective Implementation of HRP and Ways to Overcome; Requirements for Effective HR Planning.

Unit 2: Human Resource Information System (12 Hours)

Data Information Needs for HR Manager – Contents and Usage of Data; HRIS – Meaning, Features, Evolution, Objectives, Essentials, Components, Functions, Steps in Designing of HRIS, HRIS Subsystems, Mechanisms of HRIS, Benefits, Limitations, Barriers in Effective Implementation of HRIS. Security Issues in Human Resource Information Systems; HRIS for HRP; Trends in HRIS; Job analysis – Uses, methods, Job description & Job specifications.

Unit 3: HRP Practitioner and Evaluation (12 Hours)

HRP Practitioner: Meaning, Role; HRP Management Process; HRP as a Tool to Enhance Organisational Productivity Impact of Globalisation on HRP; Aspects of HRP: Performance Management, Career Management, Management Training and Development, Multi Skill Development; Return on Investment in HRP – Meaning and Importance; HRP Evaluation Meaning, Need, Process, Issues to be considered during HRP Evaluation.

Unit 4: Strategic Human Resource Planning (9 Hours)

Strategic Human Resource Planning – Meaning and Objectives; Link between Strategic Planning and HRP through People, Finance and Technology; Selected Strategic Options and HRP Implications: Restructuring and its Impact on HRP, Mergers and Acquisitions and its Impact on HRP, Outsourcing and its Impact on HRP.

Essential/recommended Readings (latest edition of readings to be used)

1. Dressler,G.&Varkey,B. (2017).*Human Resource Management*. New Delhi. Pearson Education.
2. Krishnamoorthy,R., Kamat,N. &Kamat,N.C. (2017). *Human Resource planning and Information system (with case studies)*. Himalaya Publishing House
3. Aswathappa A. (2018). *Human Resource Management, Text and Cases*. New Delhi. Tata McGraw-Hill.
4. Flippo,B.E., (2018). *Principles of Personnel Management*. New Delhi. McGraw-Hill Publications.
5. Bohlander,G.&Snell,S., (2008). *Human Resource Management*. New Delhi. Cengage Learning Private Limited.
6. Rao,S.,(2014). *Essentials of Human Resource Management and Industrial Relations*. Himalaya Publishing House.

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

DISCIPLINE SPECIFIC ELECTIVE – HUMAN RESOURCE MANAGEMENT (DSE-8)

DSE 8: TALENT AND COMPETENCY MANAGEMENT

Credit distribution, Eligibility and Pre-requisites of the Course

Course title & Code	Credits	Credit distribution of the course			Eligibility criteria	Pre-requisite of the course (if any)
		Lecture	Tutorial	Practical / Practice		
Talent & Competency Management (DSE 8)	4	3	1	0	Class XII	Basics of Human Resource Management

Learning Objectives

- To equip the learners to the role of HR in the Talent Management System.
- To familiarize the learners with the Talent Management System and strategies.
- Enable the learners to develop, map and design competency models.

Learning Outcomes

On successful completion of the course the learner will be able to:

- Describe the concept of Talent Management , Talent Gap Approaches to fill gap, role of building Sustainable Competitive Advantage.
- Apply the potential and appropriateness of talent development strategies, policies, approaches and methods with reference to relevant contextual factors.