

## HRE401: EMPLOYEE RECRUITMENT AND SELECTION

No. of credits =03

➤ **COURSE OBJECTIVES:**

1. To understand and explore the operational issues involved in recruitment, selection and retention
2. Test the appropriateness of techniques used in industry
3. To develop ideas about strategic issues for policy making
4. To understand the extent of innovation and contemporary concerns and challenges

Sessions	Topics
1	Introduction to recruitment and selection <ul style="list-style-type: none"><li>• Definition</li><li>• Constraints</li><li>• Current issues</li></ul>
2	Human resource measurement in selection <ul style="list-style-type: none"><li>• Fundamentals of measurement</li><li>• Role of measurement</li><li>• Standardization</li><li>• Interpreting scores</li></ul>
3	Strategies for selection decision making <ul style="list-style-type: none"><li>• Characteristics of election decisions</li><li>• Strategies</li><li>• Practical approach</li></ul>
4	Job analysis <ul style="list-style-type: none"><li>• Job analysis methods</li><li>• Job analysis interview</li></ul>
5	Application forms, training and experience evaluation, reference check  Class exercise
6 - 8	Selection Interviews

	Exercises
9-11	Selection methods and techniques  In trays, presentation, work simulation, repertory grid, personality assessment, campus recruitment, polygraph test, graphology, Assessment centre, telephonic interview, teleconferencing
12	Mid term examination
13-14	Barriers to effective selection <ul style="list-style-type: none"> <li>• Perception</li> <li>• Stereotyping</li> <li>• Gender issues</li> <li>• Halo effect</li> <li>• Projections</li> <li>• Fairness</li> </ul>
15-18	Class exercises and case study analysis
19-22	Students' project presentation

➤ **EVALUATION PATTERN:**

Projects: 30

Mid-term - 20

Class participation - 10

End-term - 40

➤ **TEXT BOOK:**

R. D. Gatewood, H. S. Field, and M. Barrick, Human Resource Selection, Cengage Learning , 2008.

➤ **ADDITIONAL READINGS:**

Berry, L. M. (2003). Employee Selection. Thomson Wardsworth .

Marchington, M. & Wilkinson, A. (1996). Core personnel and development. Institute of personnel and Development, London. Chapter 6

Torrington, D. & Hall, L. (1991). Personnel Management, PHI UK ltd. Chapter: 12, 13, 15, 21

**Faculty:** Dr. Mousumi S. Bhattacharya

**HRE404: INTERNATIONAL HRM**

**No. of credits: 03**

➤ **COURSE OBJECTIVE:**

To broaden the understanding of HR issues and themes, examine the differences in approaches and exploring some of the differences in HR practices in the international context and managing organizations globally.

➤ **SESSION PLAN:**

<b>Sessions</b>	<b>Topics</b>
1-2	<b>Introduction and overview</b> <ul style="list-style-type: none"><li>• Approaches to International HRM</li><li>• Variables that Moderate Differences Between Domestic and International HRM</li><li>• Expanding the Role Of HRM in International Firms</li></ul>
3-4	<b>The Organizational Context</b> <ul style="list-style-type: none"><li>• International Human Resource Management Approaches</li><li>• The Path to Global Status</li><li>• Mode of Operation</li><li>• Linking HR to International Expansion Strategies</li></ul>
5-6	<b>Recruitment and Selection</b> <ul style="list-style-type: none"><li>• Recruitment and selection in international context</li><li>• Executive Nationality Staffing Policies</li><li>• Issues in Staff Selection</li></ul>
7-8	<b>Performance Management</b> <ul style="list-style-type: none"><li>• Multinational Performance Management</li><li>• Factors Associated with Individual Performance and Appraisal</li><li>• Criteria used for Performance Appraisal of International Employees</li></ul>

	<ul style="list-style-type: none"> <li>• Appraisal of HCN Employees</li> </ul>
9-10	<b>Training and Development</b> <ul style="list-style-type: none"> <li>• Expatriate Training</li> <li>• Developing International Staff and Multinational Teams</li> </ul>
11-12	<b>Compensation</b> <ul style="list-style-type: none"> <li>• Objectives Of International Compensation</li> <li>• Approaches To International Compensation</li> </ul>
13	<b>Mid-Tem examination</b>
14-15	<b>Expatriation, repatriation and expatriation</b>
16- 17	<b>Labor Relation (IR) Management</b> <ul style="list-style-type: none"> <li>• Key issues in International Labor relations</li> <li>• Modern (New) versions of Industrial relations in UK, USA &amp; Japan</li> <li>• Role of International Labor organization (ILO) in shaping labor</li> </ul>
18 - 19	<b>Issues and challenges in International Human Resource Management</b>
20-22	<b>Students' presentations</b>

➤ **PEDAGOGY:**

The classroom activities will consist of lectures, case discussions and presentations and writing term papers. Case studies and group discussions and exercises will also be administered while the course is in progress.

➤ **EVALUATION PATTERN:**

1. Internal assessment - 30%
  - Project report and viva voce - 15%
  - Class exercises and case study presentations - 15%
2. Mid term examination- 30%
3. End term examination - 40%

➤ **TEXT BOOK:**

Sengupta, N. & Bhattacharya, M. (2007). International Human Resource Management. Excel Books, Delhi.

➤ **REFERENCE BOOKS**

1. Harzing, A & Ruysseveldt (1996). International Human Resource Management. Sage Publication.
2. Dowling, P.J., Schuler, R.S. & Welch, D. (1994) International Dimensions of Human Resource Management. Second Edition. Belmont, California: Wadsworth.
3. Joynt, P. & Morton, B. (2005). The Global HR Manager: Creating the seamless Organization. Jaico Publishing House.
4. Bhatia, S.K. (2005). International Human Resource Management: A Global Perspective, Practices and Strategies for Competitive Success. Deep& Deep Publications Pvt. Ltd
5. Publications Pvt. Ltd

**HRE402: LABOUR LAW**

**No. of credits: 03**

➤ **COURSE OBJECTIVE:**

This course will help students to understand and appreciate the various labour laws and legislations which aid in smooth functioning of Industrial relations in modern organizations. International Labour Laws as per ILO standards will be selectively taught in this course.

➤ **COURSE STRUCTURE:**

Session	Description

<b>1-2</b>	<b>Introduction to Labour Law</b>  Indian constitution and Labour Legislation ILO and Labour Legislation in India
<b>3-4</b>	<b>Regulative Legislation</b>  The Trade Unions Act, 1926 The Industrial Disputes Act, 1947
<b>5-6</b>	<b>Protective Legislation</b>  The Factories Act, 1948 Shops and Establishments Law
<b>7</b>	Mid Term Examinations
<b>8-9</b>	<b>Wage Legislation</b>  Minimum wages Act, 1948 Payment of Wages Act ,1936 Equal Remuneration act , 1976 The Payment of bonus Act ,1965
<b>10-12</b>	<b>Social Security Legislations</b>  The Employees Provident Funds Act 1952 ESI Act 1948 Payment of Gratuity act 1972 Workmen's Compensation Act 1923
<b>13-14</b>	<b>Miscellaneous Legislation</b>  Contract Labour Apprentices Act Bonded Labour System Child Labour
<b>15-16</b>	<b>Introduction to International Labour Law</b>  International Labour Law:- Definition of international Labour law Purpose of International Labour Law.
<b>17-18</b>	

	<p><b>Global Instruments of International Labour Law</b></p> <p>Global instruments of International Labour law- ILO instruments-Conventions-Specific features-Core conventions-United Nations instruments.</p>
<b>19-22</b>	<b>Projects</b>

➤ **PEDAGOGY:**

Lectures, Case Discussions, Presentations and Project Work.

➤ **EVALUATION**

Case Discussions and Presentations – 20%

Projects – 20%

Mid-Term – 20%

End-Term – 40%

➤ **REFERENCE BOOKS AND JOURNALS**

Books

Singh, B D(2007) Labour Law for Managers, Excel Books, New Delhi.

ILO Website

**HRE403: TRAINING AND DEVELOPMENT**

**No. of credits: 03**

➤ **COURSE OBJECTIVE:**

The basic objective of the course is to sensitize students about the importance of Training and Development as a key function in the organizational context. After completion of the course the student should be able to not only appreciate the need for linking Training and Development to Performance Management parameters but also understand the return on investment from it as a part of

development of human resources to make them more efficient and effective members of the organization.

➤ **COURSE STRUCTURE:**

<b>Session</b>	<b>Description</b>
<b>1-2</b>	<p>Introduction to Training and Development</p> <p>Definition of HRD Objectives of HRD Differences between Training and Development Challenges to HRD</p>
<b>3-4</b>	<p>Need Analysis of Training</p> <p>Framework for conducting a TNA Outcomes of TNA Approaches to TNA</p>
<b>5-6</b>	<p>Design and Development</p> <p>Principles of Training Design Design Process Models of Training Design Specify Follow-up Activities</p>
<b>7</b>	Mid Term Examinations
<b>8-9</b>	<p>Implementation of Training</p> <p>Implementation of In-house Programme Mobilizing the Resources Infrastructure and Logistics Requirement Selection and Training of Trainers Executing the Programme</p>
<b>10-12</b>	<p>Training Aids and Methods</p> <p>Aids</p> <ol style="list-style-type: none"> <li>1) Traditional Teaching Aids</li> <li>2) Computer Based Presentations</li> <li>3) Videos, Audios, etc.</li> </ol>

	<p>Methods</p> <ol style="list-style-type: none"> <li>1) Classroom Methods</li> <li>2) Outward Bound Methods</li> <li>3) E- learning</li> <li>4) Community Camp</li> <li>5) On the Job Methods</li> </ol>
<b>13-14</b>	<p>Training Evaluation</p> <p>Donald Kirckpatrick's Evaluation Model Data Collection for Training evaluation Designs of Training Evaluation</p>
<b>15-16</b>	<p>Selection and Training of Trainers</p> <p>Trainer Competencies Recruitment and selection of Trainers Training the trainers</p>
<b>17-21</b>	<p>Special Issues in Training and Development</p> <p>Coaching for performance Improvement Mentoring Executive coaching for Leadership Developmental Job Assignment Employee Counselling Higher Education for Employed People (Projects, Viva Voce)</p>

➤ **PEDAGOGY:**

Lectures, Case Discussions, Presentations and Project Work.

➤ **PROJECTS**

Students are required to undertake projects on topics given under module 8. The project is to be of 30 pages, A-4 size, with Times Roman, 12 font and left margin. The format of the project is as follows:

Title  
Table of Contents  
Acknowledgement

Introduction  
Literature Review  
Secondary Data  
Primary Data  
Data Analysis and Interpretation  
Discussions  
Conclusions and Recommendations  
Bibliography(APA style of formatting to be followed)

➤ **EVALUATION**

Case Discussions and Presentations - 20%  
Projects - 20%  
Mid-Term - 20%  
End-Term - 40%

➤ **REFERENCE BOOKS AND JOURNALS**

Books

Naik P G (2007), Training and Development, Excel Books New Delhi.

Blanchard N and Thacker J (2007), Effective Training Systems, Strategies and Practices, Pearson Education and Prentice Hall.

Journals

Human Resource Management International Digest

International Journal of Training and Development