Proposal for New Course		
Course Number	:	MB528
Course Name	:	Human Resource Management
Credits	:	2-0-0-2 (L-T-P-C)[1]
Prerequisites	:	None
Intended for	:	MBA
Distribution	:	Compulsory
Semester	:	Even

Preamble
This course aims to impart knowledge on the fundamentals of Human Resource Management in the contemporary business world. It also embraces the skills required to appreciate the use of modern HR tools and techniques such as HR Information Systems, Artificial Intelligence, Analytical Frameworks, etc. Importance is given to the strategic views of managing various HR functions by embracing the opportunities available for the Future of Work.

Objective
Students would be guided in the learning process to ensure the following objectives. 1. To understand the changing nature of managing human resources in the context of changing workplace. 2. To recognize the application of modern tools and techniques like Artificial Intelligence and other analytical frameworks in HR decisions.

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[1] L= Lectures per week, T=Tutorials per week – P = Practical/Lab session per week – C = Credits for course

3. To apply the strategic perspectives in analyzing the information collected in the HR functions.

4. To develop poise in framing HR policies and practices that are required to solve contemporary HR problems.

Course Modules with lecture hours		
Module 1	**HRM in 21ˢᵗ Century**	**(6 hours)**
Introduction to the domain of HR, Evolution of HR, The role of HR Business Partner, Evidence-based Human Resource Management, Driving forces of Evidence-based HRM, Linking Business Strategy with the HR Strategy, Manager's role in Strategic HRM, Building a high-performance work system in the era of Industry 4.0, Role of AI and ML in developing contemporary HR policies and practices.		
Module 2	**Job Analysis, HR Planning & Talent Acquisition**	**(8 hours)**
Job Analysis in the changing nature of workplace, Steps involved in Job Analysis, Methods of collecting Job Analysis information, Quantitative Job Analysis Techniques, Using internet for writing Job Descriptions, Job Specifications based on statistical analysis, Job Rotation, Job Enlargement & Job Enrichment, Competency-based Job Analysis Human Resource Planning and Forecasting, Recruitment & Selection in the Talent Management era, Talent Acquisition Strategies, Use of AI in the Talent Acquisition process, Use of Applicant Tracking System (ATS) and application forms to predict Renege/job performance, Employee Testing and Selection.		
Module 3	**Talent Development**	**(8 hours)**
Training & Developing Employees, Training Need Analysis, Designing and implementing training programs, Management Development Programs, Managing Organizational Change Programs, The Kirkpatrick model of training evaluation, ROI and Behavioural Training, Use of Learning Analytics in creating L&D policies and practices, The AI-powered Coaching and Career Management. Managing Employee Performance, Mutual Goal setting, Techniques for appraising performance, Managing performance through HRIS, Mobile Apps for real-time performance management, Performance Metrics, 9-box grid measuring performance and potential of employees.		
Module 4	**Talent Engagement & Compensation Management**	**(6 hours)**
Talent Engagement, Measuring employee Attrition and developing retention strategies, Understanding Turnover intention, Absenteeism, Satisfaction & Commitment Indices, Future of Employee Engagement with AI, AI-powered Employee Segmentation, Leveraging AI for Work-Life Balance.		

Compensation & Benefits, Factors determining Compensation & Benefits, Salary Survey, Job Evaluation, Executive Compensations, Competency-based Pay, Analytics in Compensation Management, Fundamental Laws related to Compensation & Benefits.

Textbooks:	
1.	Dessler, G & B. Varkkey, Human Resource Management, 16e. Pearson Education India, 2020.
Reference Book:	
1.	A. Upadhyay, K. Khandelwal & J. Iyengar, Revolution in HRM: The New Scorecard, Sage Publications India Pvt. Ltd., 2021.
2.	Yadav R S & S. Maheswari, HR Analytics: Connecting Data and Theory, Wiley India Pvt. Ltd., 2021.
3.	Martin Edwards, Predictive HR Analytics: Mastering the HR Metric, Kogan Page, London, United Kingdom, 2016
4.	Kenneth M. York (2010). Applied Human Resource Management. Sage Publications India Pvt. Ltd.

Reference Articles	
1.	Allan Baily, The Kirkpatrick/Philips Model for evaluating Human Resource Development and Training.
2.	Arellano, C., DiLeonardo, A., & Felix, I. (2017). Using people analytics to drive business performance: A case study. McKinsey Quarterly, 3, 114-119.
3.	Boudreau and Ramstad, Talentship, Talent Segmentation, and Sustainability: A New HR Decision Science Paradigm for a New Strategy Definition, Human Resource Management, Summer 2005, Vol. 44, No. 2, pp. 129-136

4.	De Cremer, D., & Stollberger, J. (2022). Are People Analytics Dehumanizing Your Employees?. Harvard Business Review, 2022(June 07). https://hbr.org/2022/06/are-people-analytics-dehumanizing-your-employees; https://www.aihr.com/blog/hbr-people-analytics-misconceptions/
5.	Malik, A., Srikanth, N. R., & Budhwar, P. (2020). Digitization, artificial intelligence (AI) and HRM. In Crawshaw, J., Davis, A., & Budhwar, P., Human resource management: Strategic and international perspectives. London:Sage. (pp. 88-111).
6.	McCartney, S., & Fu, N. (2022). Promise versus reality: a systematic review of the ongoing debates in people analytics. Journal of Organizational Effectiveness: People and Performance.
7.	Strohmeier, S. (2020). Digital human resource management: A conceptual clarification. German Journal of Human Resource Management, 34(3), 345-365.
8.	Tenakwah, E. (2021). Four by Four: Unintended Risks of People Analytics.
9.	Thite, M. (Ed.). (2018). e-HRM: Digital approaches, directions & applications. Routledge.
10.	Yano et al., Measuring Happiness using Wearable Technology, Hitachi Review, Vol. 64, No.: 8, 2015
11.	Accenture Reports: https://www.accenture.com/_acnmedia/Thought-Leadership-Assets/PDF-3/Accenture-Care-To-Do-Better-Report.pdf https://www.accenture.com/_acnmedia/PDF-141/Accenture-Honing-your-Digital-Edge-POV.pdf

Case Studies recommended:

1.	Harvard Case: Sensing (and Monetizing) Happiness at Hitachi
2.	Harvard Case: Amazon as an Employer
3.	APSPOP's Recruitment Predicament (Ivey Case)
4.	Harvard Case: Performance Development at GE: Shaping a Fit-For-Purpose Performance Management System
5.	Harvard Case: Money Cash Flow Inc._ HR Analytics Applied to Employee Retention and Well-Being Issues
6.	Deloitte and KPMG: The War for Talent (Ivey Case)