



DELHI INSTITUTE OF ADVANCED STUDIES

Plot No. 6, Sector-25, Rohini, Delhi-110085

Re-Accredited with 'A' Grade by NAAC

(Approved by AICTE & Affiliated with GGSIP University for B.Com(H), BBA, MBA & MBA (FM) Programmes)

(An ISO 9001:2015 Certified Institution)



LECTURE PLAN

HUMAN RESOURCE MANAGEMENT

MFM- 112

COURSE OUTLINE
MBA (FM) II SEMESTER
HUMAN RESOURCE MANAGEMENT -MFM- 112

L - 03, Credit - 03

OBJECTIVES:

The course shall enhance the understanding of varied practices and processes of managing human resources and their relevance and contribution in terms of not only organization, but the other employees working therein, and the society at large.

COURSE OBJECTIVES

After completion of this course students will be able to:

- Explain the scope and strategic significance of the Human Resources Management function, discuss, and differentiate between various models of HRM.
- Apply the methods and techniques of human resources planning, job design, recruitment, selection, and onboarding.
- Develop performance management systems integrating performance appraisal, training and development, reward and recognition and other initiatives to create a high-performance culture in organizations.
- Evaluate Human Resources Management Systems and employ Human Resource Information Systems and data driven approach to improve the HR processes.
- Identify contemporary issues and challenges in managing increasing diversity of workforce and apply the concepts of inclusion, employee engagement, positive psychology etc for promoting inclusive workspaces and enhancing employee engagement through positive employee experiences.

INTERNAL ASSESSMENT AND ASSIGNMENT:

40 marks

1. Written Test	15 marks
2. Presentation	15 marks
3. Class Assessment	05 marks
4. Attendance	05 marks

COURSE CONTENTS:

UNIT I

Introduction to Human Resource Management: Concept of Human Resource Management, Nature, Scope, Functions of Human Resource Management (HRM), various Models of HRM, merits and demerits of different HRM models, Roles of Human Resource managers, Responsibilities of Human Resource managers.
(6 Hours)

UNIT II

Human Resource Planning: Forecasting demand and supply of manpower, techniques of forecasting, Analysis of work, Designing Jobs – Job Analysis – job description and job specification, Job Evaluation – definition, objectives and methods.

HR Processes: Recruitment, Selection, Induction, Socialization. Recent Developments/ Emerging Trends in HR, Use of Digital Tools by HR managers, Competency based selection.

(16 Hours)

UNIT III

Development and Career Management: Training and Development-scope Importance, Types of training, Difference between training and development, E-Learning, Development of Employees in Organization, Performance Appraisal & Performance Management – Definition Objective, Importance, Appraisal Process and Appraisal Methods, Employee Empowerment and Engagement.

(10 Hours)

UNIT IV

Contemporary Issues in HR: Work Life Balance – definition, importance and challenges, Human Resource Information Systems – definition, importance and scope, Happiness at work, Managing Protean career, moonlighting phenomenon, Managing Workforce Diversity – concept, benefits and challenges.

(10 Hours)

STUDY MATERIAL FOR THE SUBJECT

➤ TEXTBOOKS

1. **Author's Name(s):** Gary Dessler & Biju Varkkey (ibid 1)
Title: Human Resource Management
Edition: Seventeenth Year: 2023,
Publisher: Pearson Education
2. **Author's Name:** Pravin Durai (ibid 2)
Title: Human Resource Management
Edition: Fourth **Year:** 2025
Publisher: Pearson
3. **Author's Name:** K Aswathappa (ibid 3)
Title: Human Resource Management- Text & Cases
Edition: Tenth Year: 2023
Publisher: Tata McGraw Hill

➤ REFERENCE BOOKS

1. **Author's Name(s):** Denisi, A., Griffin, R. and Sarkar, A (ibid 4)
Title: Human Resource Management- A South-Asian Perspective
Edition: Second **Year:** 2016
Publisher: Cengage Learning (India Edition)
2. **Author's Name(s):** Noe, Hollenbeck, Gerhatt, Wright (ibid 5)
Title: Fundamentals of Human Resource Management
Edition: Seventh Edition) **Year:** 2019
Publisher: Mc Grawhill
3. **Author's Name:** Lloyd L Byars (ibid 6)
Title: Human Resource Management
Edition: Tenth **Year:** 2016 (Reprint)
Publisher: Mc GrawHill Education

➤ E BOOK:

- https://www.opentextbooks.org.hk/system/files/export/32/32088/pdf/Human_Resource_Management_32088.pdf

➤ JOURNALS

1. HR Magazine
2. Harvard Business Review (HBR)
3. Advances in Developing HR

4. The IUP Journal of Management Research
5. Journal of Human Values

LECTURES 1-5

CONCEPT OF HUMAN RESOURCE MANAGEMENT

OBJECTIVE:

To introduce the concept of HRM to the students and help them understand the functions of HRM. The various models of HRM wherein the various stakeholders/activities, role and their impact are explained.

CONTENTS:

- Evolution of HRM in India
- Difference between HRM & PM
- Concept of Human Resource Management
- Nature and Scope of HRM
- Functions of HRM
 - Responsibilities of Manager
 - Advice and counsel
 - Service
 - Policy formulation
 - Employee Advocacy
- Environment of HRM

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q 3,4,5,6,7,8,9,10,11,12,14,15,16,17,20,21,24,25,27, 31-34

LONG ANSWER TYPE QUESTIONS: Q 1-12, 16-27, 32-33, 37, 39,41-46

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 23, Q 1.1, 1.2
- 2 ibid 2, Page No. 20, Q 8-10
- 3 ibid 3, Page No. 44, Q 2,3
- 4 ibid 4, Page No. 25, Q 1-4
- 5 ibid 5, Page No. 24, Q 1,2,3

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 3-14
- 2 ibid 2, Page No. 2-13
- 3 ibid 3, Page No. 9-19

REFERENCE BOOKS:

- 1 ibid 4, Page No. 4-20
- 2 ibid 5, Page No. 3-13

ARTICLES:

- 1 Christopher M. Harris et al “The Emergence of Human Capital: Roles of Social Capital and Coordination that Drive Unit Performance”, Human Resource Management Journal, Volume 29, Issue 2, 2019, Pg. 162-180.
- 2 HR’s Reinvention: Moving from Benchmarking and Best Practices to Guidance. (2021, March 11). The RBL Group. <https://www.rbl.net/insights/articles/hrs-reinvention-moving-from-benchmarking-and-best-practices-to-guidance>
- 3 Winsor J. and Paik J.H, “Do You Need an External Talent Cloud?” January–February 2024, <https://hbr.org/2024/01/do-you-need-an-external-talent-cloud>
- 4 Fernández, S. (2025, December 23). How work changed in 2025, according to HBR readers. Harvard Business Review. Retrieved from <https://hbr.org/2025/12/how-work-changed-in-2025-according-to-hbr-readers> (**talent, workforce and HR trends**) Harvard Business Review
- 5 Choudhari, P.(2025). Development of human resource management due to technological, social, and legal changes: Editorial for the special issue “New challenges and directions in the development of human resource management.” Administrative Sciences, 15(11), 438. <https://doi.org/10.3390/admsci15110438>

LECTURES 6-7

HUMAN RESOURCE MODELS

OBJECTIVE:

To help the students understand the various models of HRM and discuss the role and impact on stakeholders/activities, policies, and procedures.

CONTENTS:

- HRM Models
 - The Fombrun, Tichy and Devanna Model
 - Selections
 - Appraisal

- Development
- Rewards
- The Harvard Model
 - Stakeholders
 - Situational factors
 - HRM policy choices
 - Long-term consequences
 - Feedback loop
- The Guest Model
 - HR Strategy
 - HR Practices
 - HR Outcomes
 - Behavioral Outcomes
 - Performance Results
 - Financial Consequences
- The Warwick Model
 - Outer Context
 - Inner Context
 - Business Strategy Content
 - HRM Context
 - HRM Content
- ASTD Model for Excellence
 - Training and Development
 - Organizational Development
 - Organization/Job Design
 - Human Resource Planning
 - Selection and Staffing
 - Personnel Research and Information System
 - Compensation/Benefits
 - Employee Assistance
 - Union/Labor Relations

ASSIGNMENTS FROM QUESTION BANK:

UNIT I

SHORT ANSWER TYPE QUESTIONS: Q, 18,19,30

LONG ANSWER TYPE QUESTIONS: Q 13,14,15,36, 40

OTHER ASSIGNMENTS:

1 ibid 3, Page No. 44, Q 4

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 3, Page No. 30-37

LECTURE 8

ROLE OF HR MANAGERS

OBJECTIVE:

The objective of this lecture is to introduce the students with the various roles of the HR manager in the organization.

CONTENTS:

- Role of Human Resource Manager
 - As a Specialist
 - As an Information Source
 - As a Change Agent
 - As a Controller
 - As a Liaison Man
 - As a Housekeeper
 - As a Fire Fighter
- Competencies of Human Resource Manager
 - Educational qualifications
 - Personal attributes
 - Intelligence
 - Communicative ability
 - Decisiveness
 - Human skills
 - Teaching skills
 - Executing skills
 - Leadership skills
 - Training and experience
 - Professional attitudes
- Status of Human Resource Manager
 - The policeman
 - The law man.
 - The liaison man.
 - The catering man.
 - The welfare man.
 - The productivity man.

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 1,2,13,22,23,26,28,29,35

LONG ANSWER TYPE QUESTIONS: Q28,29, 34,35,38, 41,42, 47

OTHER ASSIGNMENTS:

1. ibid 2, Page No. 20, Q12
2. ibid 4, Page No. 25, Q5
3. ibid 5, Page No. 24, Q5,6

SUGGESTED READINGS:

TEXTBOOKS:

1. ibid 1, Page No. 15-20
2. ibid 2, Page No. 13-16
3. ibid 3, Page No. 41-43

REFERENCE BOOKS:

1. ibid 4, Page No. 20-22
2. ibid 5, Page No. 13-19

ARTICLE:

1. Moreno, A. (2025). How AI is redefining managerial roles. **Harvard Business Review**.
<https://hbr.org/2025/07/how-ai-is-redefining-managerial-roles>

LECTURES 9-10

STRATEGIC PLANNING AND HR PLANNING

OBJECTIVE:

The lecture intends to enable the students understand the advantages of integrating human resource planning and strategic planning. It helps to comprehend how an organization's competitive environment, influences strategic planning.

CONTENTS:

- Concept of Strategic Planning
- Concept of Human Resource Planning
- Linking Strategic Planning and Human Resources
- Strategic Management Process
 - Defining Current Business
 - Mission, Vision and Values
 - External Analysis
 - Customers
 - Suppliers
 - New entrants
 - Rival firms
 - Substitutes
 - Internal Analysis
 - Culture
 - Competencies
 - Composition
 - Strategy Formulation
 - Strategy Implementation
 - Evaluation and assessment
- Types of Strategies

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 1, 2, 8, 9, 10,12,13,14,19,30,31,32,42

LONG ANSWER TYPE QUESTIONS: Q 1-6, 9, 11, 14-15, 21-24, 26, 29, 31, 33, 37, 38, 41-43,45,58,64

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 86, Q 3.2, 3.3, 3.4, 3.5
- 2 ibid 2, Page No. 39, Q 1-2
- 3 ibid 3, Page No. 147, Q 1-2
- 4 ibid 4, Page No. 54, Q 1, 3, 5
- 5 ibid 5, Page No. 157, Q 1

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 82-92
- 2 ibid 2, Page No. 24-36

3 ibid 3, Page No. 105-115

REFERENCE BOOKS:

- 1 ibid 4, Page No. 32-51
- 2 ibid 5, Page No. 129-140

ARTICLES:

- 1 Rao, K. S., & Kumar, V. R. (2024). Workforce planning practices and organizational effectiveness in Indian manufacturing firms. The IUP Journal of Management Research, 23(3), 42–58.
- 2 Bhosale, A. R., & Tamragundi, A. N. (2025). Relationship between human capital investment and financial performance of listed companies in India. The IUP Journal of Management Research, 24(4), 5–13.

LECTURES 11-12

METHODS AND TECHNIQUES OF FORECASTING THE DEMAND AND SUPPLY OF MANPOWER

OBJECTIVE:

To enable students, understand the Methods and Techniques of forecasting Demand and supply of HRM Planning for anticipating surpluses and deficiencies and taking appropriate action.

CONTENTS:

- HR Demand Forecast
 - External
 - Internal
- Forecasting Techniques
 - Managerial Judgment
 - Ratio-Trend analysis
 - Regression analysis
 - Work study technique
 - Mathematical models
 - Employment trends
 - Replacement Needs
 - Productivity
 - Absenteeism
 - Expansion and growth
 - Quantitative Aspect
 - Workload analysis
 - Workforce analysis

- Qualitative aspect-skills analysis
- Forecasting supply of human resources
 - Markov-chain analysis
 - Expected loss of manpower
- Action Planning
 - Recruitment plan
 - Redeployment plan
 - Redundancy plan
 - Promotion plan
 - Transfer plan
 - Training and development plan
 - Productivity plan
 - Retention plan

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 15, 18, 20-23, 26-29, 36, 61,62

LONG ANSWER TYPE QUESTIONS: Q 10, 12, 25, 45, 52, 65, 68

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 183, Q 5.1
- 2 ibid 2, Page No. 129, Q 1-10
- 3 ibid 3, Page No. 147, Q 3,4
- 4 ibid 4, Page No. 91, Q 4

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 151-158
- 2 ibid 2, Page No. 108-128
- 3 ibid 3, Page No. 115-146

REFERENCE BOOK:

- 1 ibid 4, Page No. 60-69

ARTICLES:

- 1 Elizabeth McClean, "Expanding the Concept of Fit in Strategic Human Resource Management: An Examination of the Relationship Between Human Resource Practices and

Charismatic Leadership on Organizational Outcomes”, Human Resource Management Journal, Volume 58, Issue 2, 2019, Pg. 187-202.

- 2 Rao, K. S., & Kumar, V. R. (2024). Workforce planning practices and organizational effectiveness in Indian manufacturing firms. The IUP Journal of Management Research, 23(3), 42–58.

LECTURES 13-15

JOB ANALYSIS

OBJECTIVE:

To make students understand Job Analysis and the various factors considered in designing Job Description and Job Specification.

CONTENTS:

- Concept of Job Analysis
- Objectives of Job Analysis
- Uses of Job Analysis
- The process of Job Analysis
 - Organizational analysis
 - Organizing job analysis programme
 - Deciding the uses of job analysis information
 - Selecting representative jobs for analysis
 - Understand job design
 - Collection of data
 - Developing a job description
 - Preparing job specification
- Methods of collecting Job Analysis Information
 - Job performance
 - Personal Observation
 - Interview
 - Questionnaire
 - Critical Incidents
 - Log Records
- Job Description
 - Concept
 - Uses of job description
 - Content of job description
 - Guidelines for preparing job description
 - Distinction between job analysis and job description
- Job specification
- Writing Job Specification
- Role Analysis

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 3-7, 11, 16, 24, 25, 34, 38,

LONG ANSWER TYPE QUESTIONS: Q 7, 8, 13, 16-20, 27, 30, 32, 34-36, 39-40,48-49,51

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 143, Q 4.2 – 4.8
- 2 ibid 2, Page No. 103, Q 1-7, Page No. 104, Q 11-13
- 3 ibid 3, Page No.198, Q 1, 2, 5
- 4 ibid 4, Page No. 91, Q 1, 2, 3, 5

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 115-139
- 2 ibid 2, Page No. 68-88
- 3 ibid 3, Page No. 154-167

REFERENCE BOOKS:

- 1 ibid 4, Page No. 75-82
- 2 ibid 5, Page No. 98-107

LECTURES 16-17

JOB DESIGN

OBJECTIVE:

Enabling students to understand the concept and issues of job design so as to take note of the various factors and aspects included while designing and redesigning the job.

CONTENTS:

- Concept of Job Design
- Approaches to job design
 - Classical approach
 - Task Fragmentation
 - Optimization of technology
 - Standardization
 - Specialization
 - Training

- Individual Responsibility
- Economic incentive
- Behavioral approach
- Factors affecting Job Design
 - Organizational Factor
 - Work Flow
 - Ergonomics
 - Environmental Factor
 - Employee Abilities And Availability
 - Social and cultural Expectations
- Methods of Job Design
 - Job rotation
 - Job enlargement
 - Job enrichment

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 17, 35, 41

LONG ANSWER TYPE QUESTIONS: Q 28, 49

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 103-104, Q 8-10, 14-15
- 2 ibid 3, Page No. 198, Q 3, 4

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 2, Page No. 88-101
- 2 ibid 3, Page No.167-188

REFERENCE BOOKS:

- 1 ibid 4, Page No. 82-84
- 2 ibid 5, Page No. 109-119

ARTICLES:

- 1 Martin R.L “Make them challenge-but don’t overdo it”, Talent Management Spotlight, January–February 2023, <https://hbr.org/2023/01/designing-jobs-right>

- 2 Gratton L “We now know the post pandemic transition will take years. Leaders should acknowledge that-and start making plans for how to cope” ’,. Talent Management Spotlight, March–April 2023, <https://hbr.org/2023/03/redesigning-how-we-work>

LECTURES 18-19

JOB EVALUATION

OBJECTIVE:

To enable students, understand the factors and methods involved in ascertaining the net worth of job.

CONTENTS:

- Concept of Job Evaluation
 - Factors affecting Job Evaluation
 - Objectives Job Evaluation
- Difference between Performance Appraisal and Job Evaluation
- Benefits of Job Evaluation
- Process of Job Evaluation
- Methods of Job Evaluation
 - Ranking Method
 - Grading Method
 - Point based Method.
 - Factor comparison Method

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 53, 54,58, 63

LONG ANSWER TYPE QUESTIONS: Q47, 59

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 411, Q 11.2, 11.4
- 2 ibid 2, Page No. 308-309, Q 13-19
- 3 ibid 3, Page No. 198, Q 6, 7
- 4 ibid 4, Page No. 172, Q 3

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 387-396
- 2 ibid 2, Page No. 297-307
- 3 ibid 3, Page No. 190-197

REFERENCE BOOKS:

- 1 ibid 4, Page No. 153-155
- 2 ibid 5, Page No. 367

ARTICLE:

- 1 Mortensen M., Edmondson A.C, “Rethink Your Employee Value Proposition”, Talent Management Spotlight, January–February 2023, <https://hbr.org/2023/01/rethink-your-employee-value-proposition>

LECTURES 20-22

RECRUITMENT AND SELECTION

OBJECTIVE:

The objective of these lectures is to introduce the students with the entire concept of Recruitment and Selection and the methods that may be adopted by the organizations to identify and select the right fit.

CONTENTS:

- Recruitment and Selection
 - Meaning of Recruitment
 - Process of Recruitment
 - Recruitment Policy
 - Sources of Recruitment
 - Techniques of Recruitment
 - Considerations in Recruitment
- Selection
 - Importance of Effective Recruitment
 - Meaning of Selection
 - Importance of Selection
 - Steps in Selection Process
 - Selection Testing
 - Barriers to Testing & Selecting Employees
 - Selection Interviewing

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 39, 40, 44, 46, 47

LONG ANSWER TYPE QUESTIONS: Q 44, 46, 54, 55, 66, 73

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 183, Q 5.2 - 5.5 Page No. 222 Q 6.1-6.5, Page No. 250 Q 7.1-7.7
- 2 ibid 2, Page No. 149, Q 1-7, Page No. 170, Q 1-13
- 3 ibid 3, Page No. 233, Q 1-8, Page No. 267 Q 1-7
- 4 ibid 4, Page No. 125, Q 1-5
- 5 ibid 5, Page No. 157, Q 7-11, Page No. 188, Q 1-2

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No.158-179, 195-220, 223-249
- 2 ibid 2, Page No. 132-148, 152-169
- 3 ibid 3, Page No. 205-233, 239-266

REFERENCE BOOKS:

- 1 ibid 4, Page No. 98-121
- 2 ibid 5, Page No. 141-153, 163-184

ARTICLES:

- 1 D'Silva, C. (2020). A Study on Increase in E-Recruitment and Selection Process. International Journal of Research in Engineering, Science and Management, 3(8), 205–213. Retrieved from <https://www.journals.resaim.com/ijresm/article/view/162>.
- 2 Colleen Ammerman, Groysberg B. and Rometty G, “The New-Collar Workforce”, Talent Management Spotlight, March–April 2023, <https://hbr.org/2023/03/the-new-collar-workforce>
- 3 Alemany L., and Vermeulen F, Disability as a Source of Competitive Advantage, “Employing People with Disabilities Can Significantly Improve An Organization”, Talent Management Spotlight, July–August 2023, <https://hbr.org/2023/07/disability-as-a-source-of-competitive-advantage>.
- 4 Osolase E.H., Mohd Rasdi R., Mansor Z.D “Talent Development versus Talent Management: Unblurring the Lines for Workforce and Organizational Performance”, Advances in Developing Human Resources, Volume 26 Issue 1, February 2024, pp. 48–55.

- 5 van den Broek, E., Sergeeva, A. V., & Huysman, M. (2025). New research on AI and fairness in hiring. Harvard Business Review <https://hbr.org/2025/12/new-research-on-ai-and-fairness-in-hiring>.
- 6 Thompson, M., & Loflin, B. (2025). How to stand out to C-suite recruiters. Harvard Business Review, Jan-Feb 2026 <https://hbr.org/2026/01/how-to-stand-out-to-c-suite-recruiters>.

LECTURE 23

USE OF DIGITAL TOOLS BY HR

OBJECTIVE:

In the current times technology has played a prominent role in all the functional areas of management. This lecture helps student comprehend the latest digital tools being used in HR, their relevance, and benefits to the organizations.

CONTENTS:

- e-Human Resource Management
 - Concept of e-HRM
 - Nature of e-HRM
 - E-HRM activities
 - e-recruitment
 - e-selection
 - e-performance management
 - e-learning
 - e-compensation

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 57, 60

LONG ANSWER TYPE QUESTIONS: Q 53, 56, 70, 72

OTHER ASSIGNMENTS:

- 1 ibid 2, Page No. 233, Q 7
- 1 ibid 3, Page No. 694, Q 1

SUGGESTED READINGS:

TEXTBOOK:

- 1 ibid 3, Page No. 660-667

REFERENCE BOOK:

1. ibid 4, Page No. 10-11

ARTICLES:

1. Pan, Y., Froese, F., Liu, N., Hu, Y., & Ye, M. (2021b). The adoption of artificial intelligence in employee recruitment: The influence of contextual factors. *The International Journal of Human Resource Management*, 1–23.
- 2.. Krishna, K., & Verma, J. K. (2025). Human resource analytics in the digital transformation era: Exploring adoption, strategic impact, and future directions with AI and the metaverse. *International Journal of Research in Human Resource Management*, 7(1), 543-550. DOI: <https://doi.org/10.33545/26633213.2025.v7.i1f.314>.
3. Singh, A., Kushwaha, D., Kumari, B., Srivastava, G., & Agrawal, N. (2025). AI in HRM: Revolutionizing the future of work. *International Journal of Research in Human Resource Management*, 7(1), 267–272. <https://doi.org/10.33545/26633213.2025.v7.i1c.279>

LECTURE 24

COMPETENCY BASED SOLUTION

OBJECTIVE:

The objective of these lectures is to help the students comprehend the concept, types, levels of competency mapping.

CONTENTS:

- Introduction to Competency Management
- Meaning & Types of Competencies
- Competency Mapping
 - Types of competencies
 - Levels of Competency
 - Application levels of a competency
 - Competency Mapping
 - Competency Assessment

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTIONS: Q 65

LONG ANSWER TYPE QUESTIONS: Q 50, 57, 69, 71

OTHER ASSIGNMENTS:

- 1 ibid 4, Page No. 91, Q3
- 2 ibid 5, Page No. 122, Q5

SUGGESTED READINGS:**TEXT BOOK:**

- 1 ibid 1, Page No. 141-142

REFERENCE BOOKS:

- 1 ibid 4, Page No. 81-82
- 2 ibid 5, Page No. 105-106

LECTURES 25 -26**CAREER DEVELOPMENT INITIATIVES****OBJECTIVE:**

The objective of this lecture is to introduce the students to the concept of career planning and development for ensuring that the employees are aware of the growth opportunities available to them in the organization.

CONTENTS:

- Managing Careers
 - Concept of Career
 - Career Stages
 - Career Planning
 - Career Planning Process
 - Career Planning and Manpower Planning
 - Career Planning and Succession Planning
 - Career Development
 - Career Development Programme
 - Innovative Corporate Career Development Initiatives
 - Provide each employee with an individual budget.
 - Offer on-site or online career centers.
 - Encourage role reversal.
 - Establish a “corporate campus.”
 - Help organize “career success teams.”
 - Provide career coaches.
 - Provide career planning workshops.

- Computerized on- and offline programs are available for improving the organizational career planning process.
- Employee Life-cycle career Management
- Managing Employee Turnover & Retention
 - Talent Management Initiatives
 - Talent Management Review

ASSIGNMENTS FROM QUESTION BANK:

UNIT II

SHORT ANSWER TYPE QUESTION: Q 45, 48, 49, 50, 51, 55

LONG ANSWER TYPE QUESTIONS: Q 60, 61

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 364, Q 10.2
- 2 ibid 2, Page No. 208, Q 1-10
- 3 ibid 3, Page No. 340, Q 8
- 4 ibid 4, Page No. 209, Q 3-5
- 5 ibid 5, Page No. 255, Q 9-10

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 343-349
- 2 ibid 2, Page No. 192-206
- 3 ibid 3, Page No. 324-333

REFERENCE BOOKS:

- 1 ibid 4, Page No.197-205
- 2 ibid 5, Page No. 243-247

ARTICLES:

- 1 Autin, K. L., Blustein, D. L., Ali, S. R., & Garriott, P. O. (2020). Career Development Impacts of COVID-19: Practice and Policy Recommendations. *Journal of Career Development*, 47(5), 487–494. <https://doi.org/10.1177/0894845320944486>.
- 2 Roy B., “Impact of Career Opportunities & Supervisor Support on Bank Employees’ Intention to Stay”, *The IUP Journal of Management Research*, Vol. 23(2), Pages 30-48.

LECTURES 27-29

TRAINING AND DEVELOPMENT

OBJECTIVE:

The objective of these lectures is to introduce the students comprehend the training and development initiatives an organization undertakes to help employees become more efficient and effective.

CONTENTS:

- Training
 - Concept of Training
 - Need for Training
 - Importance of Training
 - Difference between Training & Development
 - Types of Training
 - Identifying Training Needs
 - Objectives of Training
 - Designing a Training Programme
 - Techniques of Training
 - Evaluating Training Effectiveness
 - Retraining
- Development
 - Concept of Executive Development
 - Objectives of Executive Development
 - Importance of Executive Development
 - Process of Executive Development
 - Methods and Techniques of Executive Development
 - Principles of Executive Development

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTION: Q 1-3, 5, 9-19

LONG ANSWER TYPE QUESTIONS: Q 1-7, 9-26, 34, 36, 39, 42

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 297, Q 8.2-8.5
- 2 ibid 2, Page No. 233, Q 1-12, Page No. 250, Q 1-5
- 3 ibid 3, Page No. 340, Q 1-7

- 4 ibid 4, Page No. 142, Q 1,3,4,5
- 5 ibid 5, Page No. 266, Q 6

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 268-291, 292-298
- 2 ibid 2, Page No. 212-229, 237-246
- 3 ibid 3, Page No. 284-323

REFERENCE BOOKS:

- 1 ibid 4, Page No. 132-137
- 2 ibid 5, Page No. 194-215

ARTICLES:

- 1 Wolor, C. W., Solikhah, S., Fidhyallah, N. F., & Lestari, D. P. (2020b). Effectiveness of E-Training, E-Leadership, and Work Life Balance on Employee Performance during COVID-19. *The Journal of Asian Finance, Economics and Business*, 7(10), 443–450.
- 2 “Does Gamified Training Get Results?”, *Talent Management Spotlight*, March-April 2023, <https://hbr.org/2023/03/does-gamified-training-get-results>
- 3 Osolase E.H., Mohd Rasdi R., Mansor Z.D., “Developing Awareness of Green Human Resource Development Practices in the Hotel Industry”, *Advances in Developing Human Resources*, Volume 25, Issue 2, May 2023, pp. 116–122.
- 4 Poell, R. F., & van der Krogt, F. J. (2024). Human resource development in a digitalized world of work. *Advances in Developing Human Resources*, **26**(2), 123–138.

LECTURES 30-32

PERFORMANCE APPRAISAL

OBJECTIVE:

To understand the process and methods of appraisal employed by the organization for employees.

CONTENTS:

- Definition of Performance Appraisal
- Factors affecting Performance Appraisal
- Objectives of Performance Appraisal
- Process of Performance Appraisal
- Methods of Performance Appraisal
 - Traditional Methods
 - Modern Methods
 - Errors in Performance Appraisal

ASSIGNMENTS FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTION: Q 20-32

LONG ANSWER TYPE QUESTIONS: Q 8, 27-33, 37, 40

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 9.1-9.6
- 2 ibid 2, Page No. 308, Q 1-11
- 3 ibid 3, Page No. 392, Q 1-5
- 4 ibid 4, Page No. 209, Q 1, 2
- 5 ibid 5, Page No. 316, Q 1-2

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 307-330
- 2 ibid 2, Page No. 272-297
- 3 ibid 3, Page No. 348-382

REFERENCE BOOKS:

- 1 ibid 4, Page No. 178-192
- 2 ibid 5, Page No. 290-312

ARTICLE:

- 1 Sheeba Cathrin, R. C., & Syed Aktharsha, U. (2025). Influence of knowledge sharing and normative commitment on employee performance. The IUP Journal of Management Research, 24(1), 70–85.

LECTURE 33

EMPLOYEE ENGAGEMENT

OBJECTIVE:

The lecture helps the students understand the concept, factors, objectives, process, methods, and challenges with respect to employee engagement.

CONTENTS:

- Employee Engagement.
- Definition
- Factors affecting the level of Engagement.
- Objectives of Employee Engagement
- Process of Employee Engagement
- Methods of Employee Engagement
- Employee Engagement Problems
 - Increasing Employee Engagement
 - Measures for Employee Engagement
- Advantages and Disadvantages of Employee Engagement

ASSIGNMENT FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 33, 38

LONG ANSWER TYPE QUESTION: Q 38,

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 103, Q 3.6
- 2 ibid 3, Page No. 418, Q 1-3

SUGGESTED READINGS:

TEXT BOOKS:

- 1 ibid 1, Page No. 98-100
- 2 ibid 2, Page No. 637-639
- 3 ibid 3, Page No. 399-409

REFERENCE BOOK:

- 1 ibid 5, Page No. 333-334

ARTICLES:

- 1 Singh, A., & Bhatnagar, J. (2024). Work values, happiness at work and employee engagement. *Journal of Human Values*, 30(2), 145–158.
- 2 Singh, R., & Kumar, P. (2025). Organizational values and employee engagement. *Journal of Human Values*, 31(2), 123-139.
- 3 Usha, M., & Ramkumar, N. (2025). Happy Workers, Healthy Business: The Impact of Sustainable Human Resource Management and Workplace Happiness on Employee Engagement of Women Employees in Tea Plantations. *Sustainability*, 17(3), 1047. <https://doi.org/10.3390/su17031047>

LECTURE 34

EMPLOYEE EMPOWERMENT

OBJECTIVE:

The objective of these lectures is to help the students understand the need and techniques of empowerment also enabling students to understand the concept, elements, approaches to empowerment and know how it aids in increasing the organizational effectiveness.

CONTENTS:

- Concept of Empowerment
- Elements of Empowerments
 - Self-sufficiency or competence
 - Meaningfulness
 - Impact
- Approaches to Empowerment
 - Job mastery
 - Control
 - Role models
 - Reinforcement
 - Support
- Importance of Empowerment
 - Knowledge workers
 - Cutthroat competition
 - Speed and Flexibility
 - Globalization
 - Human Resource Development
- Barrier to Empowerment
 - Incongruent organizational culture
 - Love for authority
 - Fear of Retribution by superiors
 - Fear of retribution by subordinates
 - Dependency of subordinates
- Making empowerment effective
 - Impact
 - Competence
 - Meaningfulness
 - Choice
 - Wellbeing
 - Positive Psychology
 - Mindfulness
 - Happiness Factor
 - Meaningfulness
 - Positive & Negatives

ASSIGNMENT FROM QUESTION BANK:

UNIT III

SHORT ANSWER TYPE QUESTIONS: Q 4, 6, 33, 38

LONG ANSWER TYPE QUESTION: Q 35, 41

OTHER ASSIGNMENTS

- 1 ibid 2, Page No. 440, Q 7-8
- 2 ibid 3, Page No. 418, Q 2

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 2, Page No. 434-439
- 2 ibid 3, Page No. 409-413
- 3 ibid 4, Page 85-86

ARTICLE:

- 1 Wright .A., “Indira Sovakar Empower HR” , HR Magazine , Sept 2017, Pg: 56- 59.

LECTURE 35

QUALITY OF WORKLIFE & WORK LIFE BALANCE

OBJECTIVE:

The lecture help students comprehend the concept of quality of work life and work life balance, the ways in which organizations offer workplace flexibility and benefits associated to the organization on account of these practices.

CONTENTS:

- Quality of Work life- Meaning, Dimensions
- Concept of work life balance (WLB)
- Benefits associated with WLB.
- Types of WLB
 - Job sharing
 - Flexible working schedule or flextime
 - Two-in-a-Box
 - Part-Time Work

- Virtual offices
- Telecommuting
- Compressed work week

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 1-4, 13-15, 23, 25, 33

LONG ANSWER TYPE QUESTIONS: Q 1, 2, 4, 5, 6, 7, 8, 13, 19, 24

SUGGESTED READINGS:

REFERENCE BOOKS:

1. ibid 4, Page No. 86-88
2. ibid 5, Page No. 114-115

ARTICLES:

1. Revitalizing Culture in the World of Hybrid Work, Harvard Business Review, November-December 2022., <http://hbr.org/2022/11/revitalizing-culture-in-the-world-of-hybrid-work>.
2. Liu S., “Three Strategies Can Help Employees Anywhere Feel Connected”, Flex Time Magazine Article, November–December 2022, <http://hbr.org/2022/11/revitalizing-culture-in-the-world-of-hybrid-work>.
3. Adi Ignatius”, “A Good Job Isn’t Just About Flexibility, Flex Time Magazine Article, January–February 2023, <https://hbr.org/2023/01/a-good-job-isnt-just-about-flexibility>.
4. Chakraborty B & Adhikary M., “Impact of Work-From Home on the Performance & Well-being of Women IT Professional in West Bengal”, The IUP Journal of Management Research, vol. 28(3), Pages 5-20.
5. Qayumi A.F. & Jagedeesh., “Influence of HR Practices on Employee Wellbeing: A Quantitative Study on Telecom Sector in Afghanistan”, The IUP Journal of Management Research, Vol. 23(2), Pages 5-9.

E-ARTICLES:

1. www.shrm/resourcetool/samples/toolkits/pages/managingflexibleworkarrangements.aspx
2. <https://www.flexjobs.com/employer-blog/the-benefits-of-allowing-employees-a-flexible-schedule/>

LECTURES 36-37

HUMAN RESOURCE INFORMATION SYSTEM

OBJECTIVE:

The objective of these lectures is to introduce the students with the concept, need and process of Human Resource Information System.

CONTENTS:

- Human Resource Information System
 - Need for Human Resource Information System
 - Objectives of HRIS
 - Components of an HRIS
 - Types of HRIS
 - Designing & Implementation of a Human Resource Information System
 - Advantages of Human Resource Information System

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 5, 7, 11, 17, 32, 34

LONG ANSWER TYPE QUESTIONS: Q 9, 11, 22, 25

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 639, Q 18.4
- 2 ibid 3, Page No. 694, Q 1-2

SUGGESTED READINGS:

TEXTBOOKS:

- 1 ibid 1, Page No. 638-639
- 2 ibid 2, Page No. 673-676
- 3 ibid 3, Page No. 667-673

LECTURES 38-39

MANAGING WORKFORCE DIVERSITY

OBJECTIVE:

Diverse workforce helps organizations expand their horizons. The lectures will help students understand the factors contributing to diversity, the advantages and disadvantages associated with diversity.

CONTENTS:

- Workforce diversity
 - Meaning
 - Factors contributing to workforce diversity.
 - Impact of diversity
 - Diversity as a competitive advantage
 - Diversity as a source of conflict
 - Challenges of workforce diversity
 - Advantages and disadvantages of diversity
 - Implications of diversity for HRM
 - Guidelines for managing diversity.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 8, 9, 18, 19, 20, 30

LONG ANSWER TYPE QUESTIONS: Q 10, 12, 15, 17, 20

OTHER ASSIGNMENTS:

- 1 ibid 1, Page No. 183, Q 5.5
- 2 ibid 4, Page No. 244, Q 1-5
- 3 ibid 5, Page No. 54, Q1

SUGGESTED READINGS:

TEXT BOOK:

- 1 ibid 1, Page No. 177-179

REFERENCE BOOKS:

- 1 ibid 4, Page No. 216-233
- 2 ibid 5, Page No. 29-33

ARTICLES:

- 1 Amy and Wright B ,“The Founders of Bitty & Beau’s Coffee on Building a Business Around Employees with Disabilities”., Talent Management Spotlight, May–June 2023, <https://hbr.org/2023/05/the-founders-of-bitty-and-beaus-coffee-on-building-a-business-around-employees-with-disabilities>.
- 2 Bohonos J.W “Diversity Officer Development Programs: A New Approach to Cultivating High Performing Chief Diversity Officers”, Advances in Developing Human Resources, Volume 25 Issue 2, May 2023, pp. 123–133.
- 3 Sharma, P., & Sinha, S. (2025). Managing workforce diversity through value-based HR practices. Journal of Human Values, **31**(1), 22–36.

LECTURE 40

MANAGING PROTEAN CAREER

OBJECTIVE:

The lecture throws light on the difference between traditional and protean career. It also helps understand the changing roles of individuals, organizations apart from solving the associated challenges.

CONTENTS:

- Managing Protean Careers
 - Meaning
 - Difference between Traditional and Protean career
 - Objectives of Protean career
 - Factors affecting Protean career.
 - Organizational challenges
 - Changing Employee Preferences

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 21, 22, 28, 36

LONG ANSWER TYPE QUESTIONS: Q 16

SUGGESTED READINGS:

Class Notes

LECTURE 41

CONCEPT OF MOONLIGHTING

OBJECTIVE:

The lecture enables student to understand the concept, challenges, and reasons for moonlighting by the employees and the steps organizations can take to check this phenomenon.

CONTENTS:

- Concept of Moonlighting
- Process of moonlighting
- Advantages and Disadvantages of Moonlighting
- Types of Moonlighting
- Steps to check Moonlighting.
- Impact of Moonlighting on the organizations

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 10, 29, 37

LONG ANSWER TYPE QUESITON: Q 14

SUGGESTED READINGS:

Class Notes

LECTURE 42

WORKPLACE HAPPINESS

OBJECTIVE:

It enables the student to comprehend the factors affecting workplace happiness and the organizational benefits there off.

CONTENTS:

- Concept of Happiness
- Happiness at workplace
- Antecedents of Happiness
- Consequences of lack of Happiness
- Measurement scales for Happiness

- Benefits associated with Happiness at work.

ASSIGNMENTS FROM QUESTION BANK:

UNIT IV

SHORT ANSWER TYPE QUESTIONS: Q 26, 27, 31, 35

LONG ANSWER TYPE QUESTIONS: Q 18

SUGGESTED READINGS:

Class Notes

ARTICLES:

- 1 Pocztowski, A. The role of sustainable human resource management (SHRM) in fostering employee engagement and happiness in different sectors, particularly tea plantations. *J. Sustain. Bus. Pract.* 2021, 34, 145–163.
- 2 Wang, Y.; Tseng, C. Sustainable human resource management practices and employee happiness: An empirical investigation. *J. Appl. Psychol.* 2019, 94, 70–84.