

ELECTIVE SUBJECTS	
3.4	HUMAN RESOURCES 3.4.1. PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING 3.4.2.TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT 3.4.3. LEARNING AND DEVELOPMENT

3.4.1. PERFORMANCE MANAGEMENT AND COMPETENCY MAPPING

1. GENERAL INFORMATION

No. of Credits 4

No. of Hours per week 4

2. PERSPECTIVE OF THE COURSE

Performance management is basically a system of different processes that combine to create an effective workforce within the company that can effectively reach the business goals. There are many different aspects of performance management, but in most cases it can be broken down into a few simple steps. Performance management and competency mapping tools that can help the student to formulate plans, monitor progress closely, and even track and manage rewards.

3. COURSE OBJECTIVES AND LEARNINGS

OBJECTIVES

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance management through appraisal and competency mapping in their organizations.

OUTCOMES

At the end of the course, students will be able to demonstrate knowledge and skills in the contemporary aspects of performance management and competency mapping and will be able to design the appropriate system in an organization

4.COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION

08 HOURS

Conceptual aspects of Performance System, Dimensions and excellence in performance- Pillars of human performance - Theoretical base for PMS - Objectives and functions of PMS - Performance Management Prism - Competency based PMS - Electronic PMS- Potential appraisal and HRM , Performance Management and Employee Development, Performance Equation, – Emerging trends in performance appraisal.

MODULE 2: PERFORMANCE EVALUATION

08 HOURS

Objectives, Process, Pros and cons of Performance appraisal, Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal ,Re-contracting-Design on appraisal forms of using rating scales- Different methods of appraisals- past, present and future oriented methods.

MODULE 3: PERFORMANCE MANAGEMENT MECHANISMS 10 HOURS

Team performance Management - Building and leading high performance teams - Virtual teams - Remote working, prerequisites of remote team performance -Role of team leaders - Drivers of performance - Designing appraisal programs - Conducting appraisals - individuals and teams - Feedback mechanisms – Individual and team rewards. Performance management guidelines and checklists for managers - Common problems in assessment - Ways to avoid pain during appraisals.

MODULE 4: LEGAL ASPECTS OF PERFORMANCE MANAGEMENT 10 HOURS

Managing high performance - Pay for performance - Performance improvement - Identification of gaps - Creative performance strategies - Performance management skills. Legal issues associated with performance appraisals - Mentoring and coaching -Counseling and Monitoring, Managing development - Guidelines on appraising expatriate's

Performance, counseling for better performance - Six sigma and bench marking.

MODULE 5: COMPETENCY MAPPING

10 HOURS

History and evolution of competency, competence v/s competency; performance v/s competency; skills v/s competency; behaviour indicators, Types of competencies-generic/specific, threshold/performance and differentiating technical, managerial and human. Promoting competency culture, context and relevance of competencies in modern organisations, competencies applications, Trans-cultural Managerial Competencies and Proficiency Level of Competency;

MODULE 6: COMPETENCY MANAGEMENT FRAMEWORK

10 HOURS

Macro view of Competency Management framework: strategic framework-linking HR processes to organisational strategy, competency framework-development of personal competency framework, Lancaster model of managerial competencies, competency modelling framework-developing a competency model, stages in design and implementation of competency model-general competency framework, competency identification- competency assessment and competency development, competency mapping, integration of HR function.

• **PEDAGOGY**

Lectures, Practical Exercises – Individual and Group, Case Studies, Inviting Practitioners from India Inc to deliver Expert Lecture and Guidance

• **TEACHING/LEARNING RESOURCES**

ESSENTIAL READINGS

1. SoumendranarainBagchi, Performance Management, Cengage Learning.
2. Seema Sanghi, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications India Private Limited, New Delhi.
3. Herman Aguinis, Performance Management, Pearson Education.
4. Prem Chadha, Performance Management: It's about Performing not about Appraising, McMillan Business Books.
5. Sraban Mukherjee, Competency Mapping for Superior Results, Tata McGraw Hill, New Delhi

REFERENCES

- 1.S Kohli and T Deb, Performance Management, Oxford Higher Education.
- 2.AnindyaBasu Roy and Sumati Ray, Competency-Based Human Resource Management, Sage Publications India Private Limited, New Delhi, 2019.
- 3.Lyle M Spencer, Signe M. Spencer, Competence at Work Models for Superior Performance, Wiley India Private Limited, New Delhi
- 4.Margaret Dale and Paul Iles, 2002, Assessing Management Skills – A Guide to Competencies and Evaluation Techniques, Jaico Publishing House, Mumbai.
- 5.Radha R Sharma, 360 Degree Feedback, Competency Mapping and Assessment Centers, Tata McGraw Hill, New Delhi
- 6.Competency Mapping Education Kit, T V Rao Learning Systems Private Limited, Ahmadabad-Bangalore(www.tvrls.com).
- 7.T V Rao Learning Systems Private Limited, Are You an Average Performer? Perfect Professional, May-August, 2015 (<http://perfectprofessional.in/product/are-you-an-average-performer/>).
- 8.TV Rao, Performance Management towards Organizational Excellence, Sage Publications India Private Limited, New Delhi.

3.4.2 TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT

1. GENERAL INFORMATION

No. of Credits 4

No. of Hours per week: 4

2. PERSPECTIVE OF THE COURSE

In order to Sustain in the Global Competitive Environment, Organisations are investing their time and money by retaining Talent Employees in order to make them more productive and efficient. The present course is designed to study the concepts of Attracting, Retaining and Developing the most Talented employees in the organisation.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

The Objective of the subject is to enhance the readers' understanding of the domain of talent management and employee engagement, and how the former culminates in the latter, specifically as a tool for retention of employees.

OUTCOMES

On completion of the course, the students will be able to feel committed to their organization's goals and values and motivated to contribute to organizational success, whilst at the same time enhancing their own sense of wellbeing

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO TALENT MANAGEMENT

10 HOURS

Introduction to Talent Management: Key Process of Talent Management, Talent Management v/s knowledge Management, Sources of Talent Management, Elements of talent friendly organisations, Retention and Challenges in Managing Talent, Talent value Chain, Tools for Managing Talent, Building Blocks for Talent Management, Effective Talent Management System, Modern practices in talent Attraction, Engagement and Retention, Talent Management Framework.

MODULE 2: TALENT PLANNING

10 HOURS

Talent Planning and Development – Concept of Talent Planning, Talent strategies & Future of Work & Changing Paradigm, Succession Planning, integrating succession planning and Career planning, Designing Succession Planning Program, Strategic Accountability Approach in Developing the Workforce, Contingency Plan for Talent, Compensation Management within the context of Talent Management.

MODULE 3: DEVELOPING AND RETAINING TALENT

10 HOURS

Developing and Retaining Talent – Potential Identification and Development, Coaching for Sustained & Desired Change, Integrating Coaching, Training and Development with Talent Management, Employee Retention - Motivation and Engagement, Return on Investment on Talent, Developing talent management information system.

MODULE 4: EMPLOYEE ENGAGEMENT

10 HOURS

Employee Engagement – Concept of Employee Engagement, Success factors to Employee Engagement, Assessing the Levels of Engagement, Managing and Implementing Change in Employee Engagement practices, War of talent and Imperatives, Engaging and building Employee - Employer partnership in the Digital age, Workplace Challenges and strategies for Effective Engagement.

MODULE 5: IT AND EFFECTIVE TALENT MANAGEMENT

10 HOURS

Role of Information Technology in Effective Talent Management Systems – Introduction, Role of Information Technology in Talent Management Systems, Creating Business Value through Information Technology, Five steps to a Talent Management Information Strategy, HR Analytics for TM Processes, Design Development through Rapid prototyping and Scaling, Implementation and Maintenance, Audit and Update.

MODULE 6: CONTEMPORARY STUDIES

06 HOURS

Conduct Interviews with HR Head and Senior Executives of two or three organisations on their best talent Management practices and Retention Strategies - Video and report writing.

5.PEDAGOGY

Lectures, Case study analysis, Exercises, Guest speakers, Videos, and Role plays

6. TEACHING /LEARNING RESOURCES

ESSENTIAL READINGS

1. Berger, Lance A and Dorothy Berger (Eds.) The Talent Management Handbook, Tata Mc Graw Hill, New Delhi
2. Chowdhary, Subir, The Talent Era, Financial Times/Prentice Hall International

REFERENCES

3. William H.Macey, Benjamin Schneide, Karen M.Barbera, Scott A.Young, Employee Engagement : Tools for Analysis, Practice, and Competitive Advantage, Wiley-Blackwell.
4. Simon L.Albrecht, Handbook of Employee Engagement: Perspectives, Issues, Research and Practices; Edward
5. Sonal Minocha and Dean Hristov: Global Talent Management an integrated approach, Sage Publication.

3.4.3 LEARNING AND DEVELOPMENT

1. GENERAL INFORMATION:

No. of Credits 4

No. of Hours per week: 4

2. COURSE PERSPECTIVE

In order to sustain in the global competitive environment, organizations are investing their time and money in providing adequate training and development to employees in order to make them more productive and effective. The present course is designed to study the concepts and process of learning/training and development of employees in the organization.

3. COURSE OBJECTIVES AND OUTCOMES

OBJECTIVES

To enable the students to understand various concepts and process of learning and development.

To design and implement Training Need Analysis for different levels of employees in organizations

To understand different types of learning and development methods based on needs of the organization and to evaluate the effectiveness of the same.

OUTCOMES

1. Design and implement training need analysis based on the needs of an organization.
2. Implement different types of training methods depending upon the requirement of the organization
3. Evaluate the effectiveness of the training programmes conducted in the organization

4. COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION

8 HOURS

Introduction – Objectives of Training - Benefits of Training to Organizations - Difference between Training and Development - Difference between Training, Learning and Development - Steps involved in training and development process - Importance of Training Administration - Training Administration Procedure.

MODULE 2: TRAINING NEED ANALYSIS

10 HOURS

Training Need Analysis – Importance of Training Need Analysis – Different Types of Training Needs – Components/Levels of Training Needs Analysis – Organizational Analysis, Task Analysis, Person Analysis – Techniques of Training Needs Assessment – Organization of Training Programme – Selection of Trainees, Trainee Readiness, Trainee Motivation to learn, Preparedness of Trainer, Duration of Training Programme, Training Environment.

MODULE 3: METHODS OF TRAINING

12 HOURS

Principles of Andragogy in Training/Learning. Methods of Training – On-the-Job Training Methods - Off-the-Job Training Methods - E-Learning Methods - Hybrid/Blended Learning Methods – MOOCs, YouTube, Skype, Podcasts, Webinars, Edu blogs, Edpuzzle, Google Classroom, Kahoot – Management Development Methods. Outward Bound Learning – Process of OBL – Framing, Implementation, Debriefing, Risks, Safety and Ethical issues in OBL.

MODULE 4: TRAINING EVALUATION

10 HOURS

Training Evaluation – Purpose of Training Evaluation – Principles of Evaluation – Formative Evaluation – Summative Evaluation – Evaluation Variables - Types of Evaluation Instruments – Types of Experimental Designs – Non-Experimental, Experimental and Quasi Experimental Designs - Models of Training Evaluation - Kirkpatrick's Four Level Model - Kaufman's Five Level Model - The CIRO Approach - The Philip's Five Level Model – Approaches to ROI on Training - Guidelines for Training Effectiveness.

MODULE 5: HRD AND CAREER MANAGEMENT

08 HOURS

Introduction to HRD – HRD at Micro and Macro Levels - Objectives of HRD – Functions of HRD – Benefits of HRD - Concept of Career and Career Planning – Career Anchors – Process of Career planning – Stages of Career Development – Issues in Career Development – Benefits of Career planning to Organization and to an Individual Employee - Guidelines for Effective Career Management - Contemporary Trends in Training and Development.

MODULE 6: INNOVATIVE PRACTICES OF LEARNING AND DEVELOPMENT

08 HOURS

Practical – A team (Trainers) need to design and conduct a Training Program (5-6 students in a team) to a Group (Trainees) related to topics in Soft Skills/ Personality Development Programme. (Examples: Effective Time Management, E-mail and Telephone Etiquette, Public Speaking, Body Language, Six Thinking Hats –Edward de Bono, Seven Habits of Highly Effective People – Stephen Covey etc..)

5. PEDAGOGY

Lectures, Case study analysis, Exercises, Assisted private studying, Guest speakers, Videos, and Role plays

6. TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Noe, A Raymond & Kodwani, Deo Amitabh, "Employee Training and Development", 5e, McGraw Hill Publications
2. Dr. B. Janakiram, "Training and Development", Biztantra Publications
3. G Pandu Naik, "Training And development", Excel Books Publications
4. Goldstein Irwin L, "Training In Organizations - Needs Assessment, Development & Evaluation", Wordsworth Publication
5. Lynton & Parekh, "Training for Development", Sage Publications

REFERENCE BOOKS

1. Rao TV, "Readings in HRD", Oxford & IBH
2. Badrul Khan, Managing E-Learning Strategies: Design, Delivery, Implementation and Evaluation, Information Science Publishing
3. Dipak Kumar Bhattacharyya, Training and Development: Theories and Applications: Theory and Applications, Sage Publications
4. Donald Kirkpatrick and James D. Kirkpatrick, Evaluating Training Programs: The Four Levels, Berrett-Koehler Publishers, NC
5. **Karl M. Kapp, The Gamification of Learning and Instruction: Game-based Methods and Strategies for Training and Education**
6. **Steven A. Beebe, Timothy P. Mottet and K. David Roach, Training and Development: Enhancing Communication and Leadership Skills, Pearson Publications**

ELECTIVE SUBJECTS	
4.4	HUMAN RESOURCES 4.4.1. GLOBAL HRM 4.4.2. STRATEGIC HRM 4.4.3. INDUSTRIAL RELATIONS AND HR AUDIT

4.4.1 GLOBAL HRM

1.GENERAL INFORMATION:

No. of Credits 4

No. of Hours per week: 4

2.COURSE PERSPECTIVES

With the advent of globalization, organizations - big or small has started incorporating in their policies Global HR practices. There is an interdependence between organizations in various areas of Human Resource Management. Today companies are emerged with workforce diversity and cultural integration to meet the growing demand for competent global workforce. This has led to the development of Global Human Resource Management.

3.COURSE OBJECTIVES AND OUTCOME

OBJECTIVES

- To be able to assess the extent to which multinational companies can have Global HRM strategies, policies and practices.
- To apply concepts, approaches, and models to enumerate global scenario

OUTCOME

- To sensitizes the students to Global HRM policies and procedures and inculcate Global thinking in their learning process.

4.COURSE CONTENT AND STRUCTURE

MODULE 1: GLOBAL HRM AN INTRODUCTION

8 HOURS

Introduction to Globalization of HRM, Differences in Global HRM practices - Global Workforce Dynamics, Navigation and Importance of Cross-cultural and Multi-generational Workforce and Communication – Host Country Environment, MNC’s Behavior in Host Country Environment- Cross Cultural implications of Merger and Acquisition, HRM Implications and Managing Cross Border Integration- Emergence of Global H R Manager.

MODULE 2: GLOBAL ASSIGNMENTS

10 HOURS

Staffing policies, Motives for international transfers, Global Outsourcing, Alternative forms of international assignments, The international assignment process, Dimensions of international assignment success, Women in Global Assignment - Review of GHRM approaches and their Implications, A 'Crossvergence' Approach, GHRM Models and their applications – Expatriation and repatriation, Selection methodology of expatriation, Process of repatriation, job related adjustments.

MODULE 3:MANAGING GLOBAL HR IN VIRTUAL ORGANIZATION

10HOURS

Training and development in the global environment - Concepts and Models, Development of global leaders, Expatriate development, Technology in Global Training Management – Key components of Performance Management Systems, Factors affecting Culture and Performance Management Systems, Performance Management Systems for Expatriates, Performance Measurement Issues -Strategic Career Management, Common Career Development interventions, career Counselling.

MODULE 4: COMPENSATION MANAGEMENT IN GHRM CONTEXT

10 HOURS

The Influence of Institutional and Cultural Factors on Compensation Practices Around the World, National Differences in Compensation, Incentive Application and Globalization, Contracting for Success in the Era of globalization, Incentives to stimulate innovation in a global context, Executive Compensation in an International Context- A Global Perspective on Executive Compensation, Compensation and National Culture, Pay for Performance for Global Employees - Global Wages in Industries with Low Entry Barrier Occupations, Employee Benefits Around the World.

MODULE 5: INDUSTRIAL RELATIONS IN GHRM**10HOURS**

Equal opportunities, Diversity management, Work–life balance: practices and discourses - Contemporary Developments in Global Industrial Relations, International Labour standards, International collective bargaining – Ethics and Corporate Responsibility, Sustainability through the integration of CSR and HR policy.

MODULE 6: TRENDS IN GHRM**8HOURS**

Global Demographic Trends, The Growing Working-age Population in Developing Countries, Global Workforce Challenges, Global Workforce Opportunities, Changing trends in International Employment the Future of Global Careers.

5.PEDAGOGY

- Lectures
- Practical Exercises – Individual and Group
- Case Studies

6.TEACHING/LEARNING RESOURCES**ESSENTIAL READINGS**

1.Aswathappa K, International Human Resource Management, TMH Publications

2.IndraniMutsuddi: Managing Human Resources in the Global Context, New Age international publishers, latest edition

3.Srinivas R Kandula, International Human Resource Management, SAGE Publications

REFERENCES

1. Anne-Wil Harzing and Ashly H. Pinnington, 4th Edition, International Human Resource Management, SAGE Publications

2.IndraniMutsuddi: Managing Human Resources in the Global Context, New Age international publishers, latest edition

3.Liza Castro Christiansen et al, 2nd Edition, The Global Human Resource Management Case Book, Routledge.

4.SonalMinocha and Dean Hristov, Global Talent Management, SAGE Publications

5.Tony Edwards, Chris Rees: International Human Resource Management, Pearson, latest edition.

6.Willy McCourt, Derek Eldridge, Global Human Resource Management: Managing People in Developing and Transitional Countries, Routledge Publications

WEB RESOURCES

- <https://www.coursera.org/lecture>
- <https://www.jhrm.eu>
- <https://think.taylorandfrancis.com/journal>

4.4.2 STRATEGIC HRM

1.GENERAL INFORMATION:

No. of Credits 4

No. of Hours per week: 4

2.COURSE PERSPECTIVES

Strategic management of people to enhance the organization's effectiveness. Human resource management principles, strategies, processes and practices such as planning, recruitment and selection, training and development, performance management, rewarding and maintaining an effective workforce.

3.COURSE OBJECTIVES AND OUTCOME

OBJECTIVES

To help students understand the factors of change in the political, social, environmental and the economic scenarios that has transformed the role of HR functions from being a support function to strategic function.

OUTCOME

Students will have a better understanding of the tools and techniques used by organizations to meet these challenges

4.COURSE CONTENT AND STRUCTURE

MODULE 1: INTRODUCTION TO SHRM

08 HOURS

HR environment,HRM in knowledge economy, Concept of SHRM Investment.

Perspective of SHRM, Evolution of SHRM, Strategic HR vs. Traditional HR –Barriers to strategic HR, Role of HR in strategic planning.

MODULE 2 : STRATEGIC APPROACHES AND PERFORMANCE 12 HOURS

Strategy in the 21st Century, Understanding Organisational Disruption-VUCA Environment, Linking business strategy with HR strategy - HR bundles approach, best practice approach - Business strategy and human resource planning - HRM and firm performance linkages - Measures of HRM performance - Sustained competitive advantages through inimitable HR practices.

MODULE 3 : SHRM FRAMEWORK

06 HOURS

HR Systems - Staffing systems - Reward and compensation systems - Employee and career development systems - performance management systems - Strategic fit frameworks ,Various Strategic Management frameworks.

MODULE 4 : CONTEMPORARY HR ISSUES

10 HOURS

Strategic options and HR decisions – Downsizing and restructuring - Domestic and International labour market - Mergers and acquisitions - Outsourcing and off shoring. Different approaches to International Mergers and Acquisitions.

MODULE 5 : GLOBAL CONTEXT OF SHRM

10 HOURS

Strategic Responses of Organisations to Changing Environment – Portfolio process and structure related strategic responses. M & As and Strategic HR.Global perspective of SHRM.

MODULE 6 : HR ACTION PLAN

10 HOURS

Conduct an Interview with CEO or Authorised authority and data collection on Strategic responses of Organisations to changing environment (Ref. Srinivas R. Kandula PHI 2012)

Interview schedule for conducting case study.

- Interviewee's awareness / knowledge of strategic responses being planned / implemented / progressed in the organisation.(common)
- Compatibility between voluntary participative forums and collective bargaining forum (HR Managers)
- Reasons for strong / weak / no relationship (positive or negative) between strategic responses and SHRD

system. (HR Manager / Individual / Trade Unions)

- Unions perception on the commitment of employer, frontline officers and workers in SHRD system (Trade union leaders)
- **PEDAGOGY**

A variety of teaching methods will be employed which will include case analysis - self-assessment exercises - group projects - team-based projects – lectures - guest speakers - video

6.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1.Anuradha and Aradhana, “Strategic Human Resource Management, SAGE Publications”

2.Gary Rees and Paul E. Smith, Strategic Human Resource Management, SAGE Publications

REFERENCES

1. Boxall P. and J Purcell. Strategy and Human Resource Management, Palgrave latest edition.
2. K. Aswathappa, “Human Resources & Personnel Management”, McGraw Hill Publication
3. Mello- Jeffrey A., “Strategic Human Resource Management”, Thomson Learning Inc,
4. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
5. Srnivas and R.Kandula, “Strategic Human Resource Development”, PHI Publication.

4.4.3 INDUSTRIAL RELATIONS AND HR AUDIT

1.GENERAL INFORMATION

No. of Credits 4

No. of Hours per week: 4

2.COURSE PERSPECTIVES

The legal aspects of HR and our legal system have a pervasive impact on business activities. IR executives frequently raise issues which should be carefully evaluated as to their legal consequences before they are implemented. HR Audit emerged as a significant exercise in the process of organizational evolution. The need of Human Resource (HR) Audit involves a scrutiny of all activities of HR Department that contribute to optional performance of the employees of the organization.

3.COURSE OBJECTIVES AND OUTCOME

OBJECTIVES

- To build awareness of certain important and critical issues in Industrial Relations
- To develop understanding of the Role and Process of HR Audit in Organisation at different levels.
- To Appreciate HR Audit in the context of changing forms of organisation.

OUTCOME

By the end of this course the student would learn basic knowledge of the Indian Industrial Relations System and its distinctive features. Also, students would learn the importance of HR Audit in Organisation.

4.COURSE CONTENT AND STRUCTURE

MODULE 1: INDUSTRIAL RELATIONS POLICIES & TRADE UNIONS 12 HOURS

Evolution of IR policies in India - Approaches to IR &HR Relations -the concept and nature of industrial relations, causes of poor industrial laws, handling of industrial relations, industrial unrest, Suggestions to improve industrial relations, Participative management and Employee empowerment , recent developments in industrial relations. Trade Union- Theories, Constitution, Development and issues. Trade Union as Collective Bargaining Agents.

MODULE 2: LABOUR LEGISLATIONS AND WELFARE 12 HOURS

Labour legislation in India - Social security and welfare legislations - Concept of social security , various aspects of labour legislations, objectives and activities of ILO, the impact of ILO on Indian labour organisations, the obstacles in adoptions of conventions and recommendations, Labour Welfare in India.

MODULE 3: INTRODUCTION OF HR AUDIT, PROCESS AND METHODOLOGY 8 HOURS

Emerging Good HR Practices, Concept of HR Audit, Objective, Need and Types of HR Audit, Approaches to HR Audit, Role and Functions of HR Auditor. Levels of HR Audit, Corporate Level HR Audit, Functional Level HR Audit, Steps and Process in HR Audit. Methodology of HR Audit- Individual Interview, Group Interview, Observation, Analyses of Secondary data, Principle of effective HR Audit.

MODULE 4: COMPREHENSIVE HR AUDIT AND AUDIT OF EMPLOYEE SAFETY 8 HOURS

Comprehensive HR Audit and Audit of Employee Safety and Health Environment, Audit of HR Planning, Recruitment, selection, Recruitment and Selection Audit Checklist, Induction/ Orientation Audit Checklist, Training and Development Audit Checklist, Health and Safety Audit Checklist.

MODULE 5: PERFORMANCE MANAGEMENT AUDIT

8 HOURS

Audit of Performance Management System and Audit of Compensation and Benefits Programs, Performance Management Audit- Performance Management Audit checklist, Documents required for Audit, Data Reliability Audit, Audit of Performance Appraisal Techniques, HR Competence Audit. Employee Compensation and Benefits Audit Checklist, Documents Required for Checklist, Best Practices for compensation Audit, Audit of Reward and recognition.

MODULE 6: HR SCORECARD AND HR AUDIT REPORT 8 HOURS

How to Approach HR Scorecard, Constituents of scorecard, Balanced Scorecard. HR Audit Report- Purpose and Preparation of HR Audit Report, Process of Preparing an HR Audit Report, Use of HR Audit Report for Business Improvement.

5.PEDAGOGY

- Lectures
- Practical Exercise – Individual and Group
- Case Study

6.TEACHING/LEARNING RESOURCES

ESSENTIAL READINGS

1. Industrial Relations, Trade Unions, and Labour Legislation, PRN Sinha, Pearson's education 2000
2. Rao, T.V. (2014). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 2/e; New Delhi: SAGE.

REFERENCES

1. Industrial relations- Arun Monappa-tata McGraw hill-2000
2. Monappa, Arun, Ranjeet Nambudiri, and Patturaja Selvaraj (2016). Industrial Relations and Labour Laws, 2/e; New Delhi: McGraw Hill Education
3. Rao, T.V. (2008). HRD Scorecard 2500, 1/e; New Delhi: Response Books 2
4. Sinha, P.R.N., InduBala Sinha, and Seema Priyadarshini Shekhar (2017). Industrial Relations, Trade Unions, and Labour Legislation, 3/e; New Delhi: Pearson Education
5. Udai Pareek and Rao, T.V., (2012). Designing and Managing Human Resource Systems, 3/e; New Delhi: Oxford & IBH Publishing Co.