

## SEMESTER- II

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| <b>Course Title- Human Capital Management I</b>                            |                           |
| <b>Type : Major Mandatory</b>  | <b>Course Credits : 4</b> |
| <b>Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100</b> |                           |

### **Description:**

Human Capital management is the planned approach for nurturing, supporting employees and ensuring a positive workplace environment. The aspects of recruitment, compensation and benefits, performance evaluation, Learning and development, Manpower Planning, Job analysis and evaluation and Human Resource Development are covered. The Human Capital consist of the individuals capabilities, knowledge, skills and experience of the companies employees and managers as they are relevant to the task at hand, as well as the capacity to add this reservoir of knowledge, skills and experience through individual learning.

### **Learning Objectives:**

1. To enable the students to understand various perspectives of Human Capital Management, its functions and the processes associated with it.
2. To study in detail the manpower planning, job evaluation, recruitment and selection, wage and salary administration.
3. To equip students with knowledge and skills necessary to effectively manage the organization's Human Capital and contribute to its success.

### **Learning Outcome:**

1. The students will be able to develop effective Human Capital policies and practices aligning with organization's strategy and culture.
2. The students will be able to design systems of recruitment and selection, wage and salary administration, training and development, Performance evaluation and employee engagement.
3. The students will learn aspects of Human Capital Management with reference to organizational goals and organizations prosperity.

### **Human Capital Management**

Genesis and definition of Human Capital Management; Concepts of intellectual, social and structural capital. Human Capital and at the individual level and the organizational level.

### **Organizational Design & Effectiveness**

Determinants of organizational structure; Strategy, Size, Life cycle, Environment, Technology; Culture;

### **Manpower Planning**

Personnel Policy; Manpower Budget; Job Analysis and Job Evaluation; Organization Structure-Types: Preparing Organization Structure; Recruitment Policies; Recruitment

Methods; On boarding, Induction;  
Policy on outsourcing,

### **Job Analysis and Job Evaluation**

Purpose, responsibilities, constraints and criteria of job analysis; Job Analysis & job evaluation – methods of job evaluation; Use of job analysis and value of job evaluation.

### **Recruitment and Selection**

Recruitment and sources of recruitment agencies; National Employment Services-employment bureau; Advertising and job specification; Selection process-methods, techniques and procedures; Interviewing- Types and process of various interview techniques; Personnel and Psychometric testing, On-Boarding; Merit rating, appraisal, records placement; induction & On-boarding; conditions of employment and service rules.

### **Wage Salary Administration**

Components of Compensation and Benefits; Cost to Company (CTC); Tax Friendly Salary Structure; Salary Benchmarking- bonus, Fringe Benefits, Retirement plans; Profit Sharing plans and Pay for performance; Labour Welfare Fund; Payroll Management including Statutory compliance -PF, ESIC, Payment of Wages Act, Superannuation, Gratuity and tax implications of various components of salary & wages.

### **Personnel Administration**

Creating & Maintaining Digital Personnel Records; Essential contents of various Personnel Letters (offer, appointment, confirmation, warning, Termination etc.) Legality of Record Maintenance and up-dating follow up action, Checking Storing and Handling of Personnel Records; Welfare Administration, Canteen--Management,

### **Training and Development**

Concept; Training Need Assessment; Methods of Training; Learning Theories; Linkage with appraisal, career planning, succession planning.

### **Appraisal and Evaluation**

Concept, Comparative Analysis of Methods of Performance Appraisal; Output of Performance Appraisal; High Potential Management through Performance Development Plan; Managing Poor Performers through Performance Improvement Plan (PIP); Talent Mobility - Organisation Level, Within India and International Talent Movement; Training Needs; Reconciling Difference of Opinion in PMS Performance Management System;

### **Human Capital Management Perspective.**

Human Capital Management and Productivity Perspective; Impact of Changing Environment.

### **Role of Human Resource Information System (HRIS)**

HRIS in data management, personnel record maintenance, compliance, MIS and payroll management .Challenges of HCMS ( Human Capital Management System): 21<sup>st</sup> Century challenges.

### **Compensation / Remuneration in context of Reward Strategy**

Understanding Elements of Compensation Structure; Fixed Cash Benefits; Retiree and Social Security, Variable Pay / Incentives / Stock Options; Articulating and understanding business context for reward strategies; Elements of Reward Strategy, Understanding Reward Management; Articulating and understanding business context for reward strategies; Elements of Reward Strategy, Understanding Reward Management;

Compensation Survey; Converting Remuneration Survey results into a Salary Proposal (Project).

### **Employee Engagement**

Meaning and Processes of Employee Engagement; Factors Affecting Employee Engagement; Ways and means to improve Employee Engagement.

### **Managing Human Capital and Performance**

Human Capital and Performance; Measurement of Human Capital; Human Capital and Micro world view-i - Human Capital Project of World Bank ii- Human Capital Index.

### **References :**

| <b>Text Books</b>                |   |   |
|----------------------------------|---|---|
| <b>Author</b>                    | <b>Title</b>  | <b>Publication</b>                      |
| Eric Lenderman                   | Human Capital Management: A Brief Review of HR, Organizational Psychology, and Economic Systems |   |
| Angela Baron & Michael Armstrong | Human Capital Management: Achieving Added Value Through People                                  |   |
| Mark Salisbury                   | Human Capital Management: Leveraging Your Workforce for a Competitive Advantage                 |   |
| Aswathappa K. :                  | Human Resource Management   | McGraw Hill Publications, 2008          |
| Desler, Gary                     | Human Resource Management   | Pearson Education, 2007                 |
| Desler, Gary                     | A Framework for Human Resource Management   | Pearson Education, 2007                 |
| Arul, Jyoti                      | Human Resource Management   | Himalaya Publishing, 1013               |
| Rao T V, ParekUday               | Designing and Managing Human Resource Systems   | Oxford and IBH Publishing Company, 2003 |

| <b>Reference Books</b>       |                                |                                      |
|------------------------------|--------------------------------|--------------------------------------|
| <b>Author</b>                | <b>Title</b>                   | <b>Publication</b>                   |
| Sarkar, Anita & Giffin Ricky | HR - A South Asian Perspective | Cengage Learning India Pvt. Ltd.2014 |
| Bedi S P S & Ghai R          | Human Resource Management,     | Bharti Publications, 2009            |

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|--|---|----------------------------|
| K  | Text and Cases  |                            |
| Davis, Andy  | The Management of Training  | Parthenon Publishing, 1987 |
| Jack Fitz-Enz  | The ROI of Human Capital: Measuring the Economic Value of Employee Performance              |                            |
| Catherine Bailey, David Mankin, Clare Kelliher, Thomas Garavan | The Workforce Scorecard: Managing Human Capital To Execute Strategy                         |                            |
| Gene Pease, Boyce Byerly, and Jac Fitz-Enz                     | Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset |                            |