

Name of Course & Course Code
Human Capital Management – JSPH 206

## SECTION 1 – GENERAL INFORMATION

### 1.1 Course Faculty

Faculty	Dr. Shaji Kurian, Prof. Jahar Bagchi, Dr. Shrabani Bhattacharjee
Co – Faculty	Sarthak Daing

### 1.2 Level

Foundation	Core	Level 1	Level 2	Level 3	Practice
	✓				

### 1.3 Course Weight

Subject credit points
03 credit points

### 1.4 Course Workload

Contact Hours	Group Work/ Supervised Learning Hours	Directed Learning Hours	Total Hours
30	15	45	90

### 1.5 Delivery Mode

- ☒ Face to face on site  
☐ E-learning (online)  
☐ Blended (provide details)

--

### 1.6 Pre-requisites required for the Course, if any

Yes ☐ No ☒

If YES, provide details of the prerequisite(s) below:

### **1.7 Other resource requirements**

Do students require access to specialist facilities and/or equipment for this subject (for example, special computer access, and physical education equipment)? For example, Bloomberg.

Yes ☐ No ☒

If YES, provide details of specialist facilities and/or equipment below.

### **1.8. Linkage to Career Goals**

Applicable for all careers

### **1.9. Alignment with Learning Goals and Learning Objectives**

Aligned to:

GLG 6: 6.1 Knowledge of business function

Where Assessed:

End term

### **1.10. Linkage to Multiple Intelligences**

Tick all applicable options

- ☐ Verbal-Linguistic
- ☐ Logical-Mathematical
- ☐ Spatial Visual
- ☐ Bodily-Kinesthetic
- ☐ Musical
- ☒ Interpersonal
- ☒ Intrapersonal
- ☐ Naturalist

### **1.11. Linkage to IDEAS Framework**

Tick all applicable options

- ☐ Innovation
- ☐ Design Thinking
- ☐ Entrepreneurial Attitude
- ☐ Automation

☒ Solutioning

## SECTION 2 – ACADEMIC DETAILS

### 2.1 Learning Outcomes for the Course

Learning outcomes for Course (Use Bloom's Taxonomy as applicable)		
1.	Understand the analysis underlying the human resource /human capital strategy formulation	
2.	Evaluate various aspects of the HR process and improve the quality of employee experience in the employee life cycle	
3.	Critique a performance management and reward system along with tools and techniques aligned with business strategy.	
4.	Comprehend the application of best practices of human capital management in an increasingly globalized world for positively impacting the business	

### 2.2 Assessment

(Add Rows as required)

Assessment task		
Type *	When assessed – Session/Week	Weight
Class Participation	Continuous	10%
Quiz and Assignment	Ongoing	10%
Coursera Certification	Ongoing (For two Coursera courses) <b>Course 1</b> - Human Resources Management Capstone: HR for People Managers <b>Course 2</b> - Recruiting, Hiring, and Onboarding Employees	10%
Final Project	Project/Prior to End Term	10%
Mid - term Examination	As decided by the PGP Office	20%
End- term Examination ( <b>Pre-requisite:</b> Completion of Coursera Courses mentioned above in outline and uploading of certificates on LMS)	As decided by the PGP Office	40%
		100%

## 2.3 Session Wise Details

### Module 1 – Introduction to HCM

Objectives:

- Understand the strategic link between human capital and business results
- Do a Job Analysis –create a job description, specifications
- Develop competency in the talent management process- Competency based talent acquisition (recruitment and selection).
- Comprehend the principles of Organization Design and Create an Organisational Structure

Session No.	Topic	Pre-session Readings	Post-session	Pedagogy	ESG Inclusion
1	Understanding Human Capital Fundamentals The strategic role of human capital and its linkages with business outcomes and other organizational processes	Psychological Capital -Fred Luthans (Article) Ch 1 Dessler	Welcome and Getting Started- Coursera <a href="#">Human Resources Management Capstone: HR for People Managers   Coursera</a>	Concept discussion	
2	The Talent Management Process Human Resource linkages with other functions Future of HR	Ch 3 Dessler HRM Strategy  <a href="#">Future-of-HR-Five-Technology-Imperatives.pdf</a>  <a href="https://www.aihr.com/blog/human-resource-best-practices/">https://www.aihr.com/blog/human-resource-best-practices/</a> (7 best practices of HRM)	Milestone 1: Identifying the Internal and External Context <a href="#">Human Resources Management Capstone: HR for People Managers   Coursera</a>	Concept discussion	
3	HR processes – HR Planning aligned with business plan, linkages covering Job, competencies and roles	Ch 4 Dessler Job Analysis  <a href="https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/performingjobanalysis.aspx">https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/performingjobanalysis.aspx</a>  Post session: coursera Recruiting, Hiring, and Onboarding Employees   Coursera	Workforce Planning: Aligning Recruitment and Selection with Company Strategy <a href="#">Recruiting, Hiring, and Onboarding Employees   Coursera</a>	Concept discussion Activity: Comparing JDs and Evaluation	
4	<u>Organization Structure types of structure</u>	Organization Structure - handout		<i>Discussions Field work,</i>	

				<i>and presentation</i>	
5	HR processes – HR Planning aligned with business plan, linkages covering Job, competencies and roles	HRP - <a href="https://www.smartsheet.com/human-resources-planning-process">https://www.smartsheet.com/human-resources-planning-process</a> Easy guide to HRP – tools and template <a href="https://creatly.com/blog/diagrams/human-resource-planning-process-tools/">https://creatly.com/blog/diagrams/human-resource-planning-process-tools/</a>	Recruitment: Finding the Best Candidates <a href="#">Recruiting, Hiring, and Onboarding Employees   Coursera</a>	Discussion	

6	Job Analysis, Creating a Job Description, Job Specifications	<a href="https://www.shrm.org/certification/educators/Documents/Job_Analysis_IM_FINAL.pdf">https://www.shrm.org/certification/educators/Documents/Job_Analysis_IM_FINAL.pdf</a>  Visit a company - Interview a Job Holder and create a JD based on the interview and class learnings.	Selection: Choosing the Best Candidates <a href="#">Recruiting, Hiring, and Onboarding Employees   Coursera</a>	Concept Discussion Exercise
7	Job design – (Job Enlargement, Enrichment Job Rotation,) Why When How? Changing work designs post covid.			Concept Discussion
8	Talent Acquisition – Recruitment and Selection	Simulating Subhiksha Retail Recruitment Challenge – Recruitment – the Cisco Way -case	Milestone 2: Recruiting and Selecting Employees <a href="#">Human Resources Management Capstone: HR for People Managers   Coursera</a>	Simulation Concept Discussion Case Discussion and analysis
9	Harnessing technology to sharpen talent acquisition	Note on Hiring and Selection- Harvard Business Review  Recruiting and attracting talent- SHRM document		Discussion
10	Identifying competencies of specific job roles -	Research on various job roles and discuss with actual employees		Field work and presentation
	Measuring the effectiveness of Talent Acquisition	<a href="https://www.aihr.com/blog/recruiting-metrics/">https://www.aihr.com/blog/recruiting-metrics/</a>		

## **Module 2 Managing Talent**

Objectives:

Develop insights into the talent management process

Understand the requirements of a High Performance Work System (HPWS)

Develop familiarity with Performance Evaluation tools and techniques

S.No.	Topic	Pre-session Readings	Post- Session	Pedagogy	ESG Inclusion
11	Goal setting Creating smart goals – Concept of KRA and KPI	How to write smart Goals- PDF handout (A HOW to Guide – University of California)	Milestone 3: Managing Employee Performance <a href="#">Human Resources Management Capstone: HR for People Managers   Coursera</a>	Discussion Exercises	
12	The shift from mere appraisal to performance management, Graphic Rating Scale, Paired Comparison, Forced Distribution, Critical Incidents, BARS, Essay Form, MBO, Setting KRAs and KPIs, Computerized and web based systems Creating a 360 degree feedback system	Setting KRAs and KPIs (Activity)  Exercise based discussion on Performance Evaluation Interview Checklist  Guide on 360 degree Evaluation Template - Human Technology, Inc. of McLean, VA, under contract OPM-91-2958 with the U.S. Office of Personnel Management's Training Assistance Programs.		Discussion Exercises	

13	Handling Evaluator Error problems Managing the evaluation interview Talent Management and Performance Management	A roadmap for developing, implementing and evaluating performance management systems by Elaine D. Pulakos (SHRM – Handout – PDF format)		Class discussions Exercises etc	
----	------------------------------------------------------------------------------------------------------------------------------------	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------	--	------------------------------------------	--

### **Module 3 Onboarding and Developing People**

Objectives:

Understand the role of effective onboarding of new recruits in the organization context

Develop insights into the requirements of a robust learning and development process in an organization

Understand the linkages between employee experience, employee engagement , employee retention



S.No.	Topic	Pre-session Readings	Post Session	Pedagogy	ESG Inclusion
14	Orienting and onboarding the new employee- How? An Action plan	Handout -Onboarding new employees-SHRM note	Special Topic: Onboarding <u>Recruiting, Hiring, and Onboarding Employees   Coursera</u>	Discussions	
15 ,16	Training need analysis, ADDIE five step training process On the job Training, informal learning, programmed learning, vestibule training, behaviour modelling, simulated learning, computer-based training,	Ch 8 Dessler  <a href="https://www.toolbox.com/hr/recruitment-onboarding/articles/what-is-new-employee-onboarding/">https://www.toolbox.com/hr/recruitment-onboarding/articles/what-is-new-employee-onboarding/</a>  <a href="https://www.digitalhrtech.com/learning-and-development/">https://www.digitalhrtech.com/learning-and-development/</a>		Group Exercises Role playing  Training at FedEx - case	
	Management and Leadership Development -9 Box Grid	Handout			
17	Why is employee retention critical? What is employee engagement and what is its relevance in today's business scenario? Actions that promote employee engagement Employee experience Understanding employee life cycle	Ch 10 Dessler	Human Capital Trends Report – 2023 by Deloitte	Concept discussion	

#### Module 4 **Employee Value Proposition**

##### Objectives:

Understand what Employee Value Proposition means and how it goes beyond just compensation

Develop insights into Employer Branding and its relevance in the organization and industry contexts

18	The concept of total reward	Ch 11 Dessler Total Rewards Ch 2 Dessler  :	Milestone 4: Managing Employee Compensation and Rewards <a href="#">Human Resources Management Capstone: HR for People Managers   Coursera</a>	Concept Discussions	
19,20	Employee Value Proposition ; Employer Branding ; linkage with competitive advantage and strategic implications	Strengthening your employee value proposition – Hand out		Discussions; Southwest Airlines case  Exercise	

### Module 5 Emerging Issues in Managing Human Capital

Objectives ;

Understand the contextual implications of affirmative action expected from organizations  
Understand the relevance of Diversity,Equity,Inclusion (DEI) along with Environment ,Society, Governance (ESG) issues in the context of human capital management in a globalized environment

21	Managing people in the context of Diversity, Equity & Inclusion (DEI) ; Environment, Society & Governance (ESG)			Concept Discussion	✓
22	Ethical Considerations in HCM Adapting HR to inter country differences-cultural and economic Global HR processes such as staffing and associated challenges.	Ch 17 Dessler		Concept Discussion	✓
23	Revision and Project presentations	Group presentations		Presentations	

24	Revision and Project presentations (continued) Summing up – compilation of activity exercise and debriefing				
----	----------------------------------------------------------------------------------------------------------------	--	--	--	--

## PROJECT BRIEF

### Human Resources Management Capstone Project : HR for People Managers | Coursera

This provides a robust introduction to the key principles, policies, and practices of human resource management, with a focus on understanding managerial choices and constraints, acquiring and onboarding talent, managing employee performance, and rewarding employees. The capstone project provides learners with the opportunity to apply these key principles and practices to a real-world workplace (including a learner's own workplace if desired). Specifically, the capstone project will involve identifying the key human resources challenges for a workplace--including the most pressing motivational, selection, performance evaluation, and reward issues. And for each of these areas, learners will devise a multi-step action plan for addressing the challenges identified.

## 2.4 Prescribed and Recommended Readings

Provide below, in formal reference format, a list of the prescribed and recommended readings for the subject.

### **Prescribed Text:**

Gary Dessler and Biju Varkkey Human Resource Management, 14th Ed. (Pearson)

### **Reference Texts:**

Handbook of Human Resource Management Practice- Michael Armstrong, 9<sup>th</sup> Edition, Kogan Page India  
Human Resource Management VSP Rao (Excel)  
Managing Human Resources Mejia, Balkin and Cardy (Pearson)

### **Recommended Journals:**

NHRD Journal  
SHRM HR News  
McKinsey Quarterly - McKinsey Global Institute  
Mercer Management Journal  
Harvard Business Review  
Academy of Management Review

