

ORGANISATIONAL STRUCTURE AND HUMAN RESOURCE MANAGEMENT

COURSE CODE: 20HM3101

L T P C

3 0 0 3

Course Objective

To provide an understanding of the basic principles of organization and management so as to acquaint the students with the required managerial skills in terms of basic concepts of organization and different types of organisational structures. Also, provide students the required inputs with reference to human resource management as an important function of the organisation.

COURSE OUTCOMES:

At the end of the course the student shall be able to

- CO1:** To define and explain the basic concepts and evolution of management.
- CO2:** To explain the essential concepts of organization structures and helps to understand the concept of Motivation and leadership styles
- CO3:** To familiarize the various aspects of HR, to deal effectively with people resourcing and talent management and HR functions in an organization in an effective manner.
- CO4:** To understand the concepts of HRD, its role and competencies in the success of organization
- CO5:** To develop an understanding towards welfare management and industrial relations and industrial disputes

UNIT-I: Introduction to Management

(10 Lectures)

Definition, Meaning, Nature of Management, Functions of Management and Principles of Management, Evolution of management thought – Henry Fayol's 14 principles of management, FW Taylor Scientific management and Elton Mayo Hawthorne experiments, Theories of Motivation - Maslow's hierarchy of human needs, Herzberg two factor theory of motivation, Douglas McGregor Theory X and Theory Y.

Learning Outcomes:

At the end of this unit, students will be able to:

1. Define management (L1)
2. List out principles and functions of management (L1)
3. Outline various management principles (L4)
4. Explain the process of decision making (L2)
5. Understand the concept and significance of Motivation (L2)

UNIT-II: Organizational Structures and Leadership

(10 Lectures)

Basic concepts related to Organization – Authority, Responsibility, Departmentalisation, Delegation of Authority, Centralization and Decentralization, Span of Management. Types of Organizational Structures, Leadership: Definition, Meaning, Features and Types of Leadership, Decision making process.

Learning Outcomes:

At the end of this unit, students will be able to:

1. List out basic concepts of organisation (L2)
2. Explain the types of organization structures (L2)
3. Understand the concept of Leadership (L2)
4. differentiate between the various Leadership Styles (L2)

UNIT-III: Introduction to Human Resource Management

(10 Lectures)

HRM: Meaning, definition and functions. Job Analysis, Job Design, Human Resource Planning, Recruitment and Selection - Sources of Recruitment - Selection process, Placement and Induction

Learning Outcomes:

At the end of this unit, students will be able to:

1. Define Human Resource Management (L1)
2. List out principles and functions of Human Resource Management (L1)
3. Understand the importance of Human Resource planning and its process (L2)
4. Explain the different sources of recruitment (L2)
5. Evaluate the process of selection (L5)

UNIT-IV: Human Resource Development

(10 Lectures)

Introduction to Human Resource Development: Concepts - Training and Development - methods and effectiveness of training, Performance Appraisal – importance and methods, Job Evaluation – importance and methods, Wage and salary administration

Learning Outcomes:

At the end of this unit, students will be able to:

1. Outline the importance of Human Resource Development (L4)
2. Explain the various types of training methods (L2)
3. Compare between traditional and modern methods of performance appraisal (L5)
4. Understand the importance of wage and salary administration (L2)

UNIT-V: Compensation Management, Industrial Relations and Emerging HR Practices

(10 Lectures)

Compensation – Concepts and Principles, Influencing Factors, Emerging Trends in Compensation – Methods of Payment – Incentives and Rewards, Managing Industrial Relations – Emerging trends and practices in human resource management

Learning Outcomes:

At the end of this unit, students will be able to:

1. Understand the concept and principles of compensation management (L2)
2. Examine the emerging trends in compensation management (L3)
3. Understand the concept of industrial relations (L2)
4. Explain the Emerging trends and practices in human resource management (L2)

TEXT BOOKS:

1. Harold Koontz, Heinz Weihrich, “*Essentials of Management*”, Tata McGraw Hill, 2015.
2. L M Prasad, “*Principles & Practices of Management*”, Sultan Chand & Sons, 2010.
3. C B Mamoria & VSP Rao, “*Personnel Management*”, Himalaya Publishing House, 2015

4. P SubbaRao, “*Essentials of Human Resource Management & Industrial Relations*”, Himalaya Publishing House, 2012

REFERENCES:

1. Rustum S. Davar, “*Personnel Management & Industrial Relations*”, Vikas Publishing House, 2009.
2. K.Venkataratnam, “*Human Resource Management*”, Seven Hills Book Publications, 2011.
3. K. Aswathappa, “*Human Resource & Personnel Management*”, Tata McGraw Hill, 2010.
4. P SubbaRao, “*Essentials of Human Resource Management & Industrial Relations*”, Himalaya Publishing House, 2012.