

Semester III

<u>Course Title : Human Capital Management – II</u>	
Type: Major Mandatory	Course Credit: 4
Marks : Semester End: 50, Internal Assessment: 50, Total Marks: 100	

Description

Human Capital is about people contribution in creating Value in the organization. The value proposition that an enterprise creates has now being cognized beyond equipment and utilities. Land, Machinery and Raw Material itself does not convert in to products and services. The human intervention does this transformation through processes. The refining of processes, led by people creates greater value for the organization.

Human Capital measurement is constantly maturing itself to assess the correct measurement of Value Creation. The compensation factor in Human Capital needs to be linked to Skill deployment and consequential value delivery. The domain is about intangibles and hence difficult to be measured. It's about a complex asset with unique strengths and peculiar challenges. The role of individual contributor to team player is a journey that needs to be measured. The need for productive contribution is a constant expectation and here the role of individual and organizational support is a tango that needs to perform in synergy. As much as tangible assets need to be maintained, nourishing of human capital is a continuum that requires developmental inputs initiated by the individual and fueled by the organization.

Organization is not about tangible assets but about people who get best out of these assets.

Learning Objectives

1. To help students understand how to effectively manage, nurture and develop Human Capital in order to achieve organizational goals.
2. The students would learn the importance of developing and implementing a People strategy, understanding the role of Human in the success of organizations and understanding how human contribution needs to be measured and also monitor performance.
3. To make students learn concept of value creation and value enhancement. Importantly developing measurement of metrics for intangibles.
4. The students will also learn about drivers of Value creation and limiting Value destroying challenges.

Learning Outcomes

1. Students will demonstrate their understanding of the complexity of ensuring and measuring people capability in achieving the Organizational Objectives.
2. Students will be able to apply their learnings to plot the journey of Human Capital in transformational offering of product and services.
3. The students would be able to plan and measure the advanced processes like measurement of human contribution. Most importantly students can apply People analytics techniques to evaluate the impact of Human Resource function on the Business. They will also learn about impact of Human Capital as a Factor in Business processes.

Concept of Human Capital

Competitive advantage arising out of delivering Value through Human Capital; Understanding the factors driving performance; Enhancing Human Capital contribution through self-initiated behavior, organizational support and intervention; measuring contribution for reward and recognition.

Scope and Objectives of Strategic Human Capital Management

Conceptual understanding of Strategic Human Capital Management; Difference between long term & short-term Goals of the Organisation; Assessing HR readiness to support Business Goals.

Strategy Deployment

Designing, budgeting and reviewing HR Strategy to achieve the desired Organisational Goals.

Restructuring the Organisation

Designing Organisation structure aligning with strategic plan encompassing all the critical positions; defining Job Description, Levels and grades of the position, Developing and deploying a Behavioural Competency & Technical Competency Framework applicable to all Employees.

Competencies Manpower Planning, Budgeting and Knowledge Management System

Developing manpower plan & Budget, Leadership Score Cards; Grooming and tracking Managers with high staff attrition; Up-skilling and training of Employees; measuring training effectiveness.

Assessment and Segregation of Talent

Identifying High Potential Employees through Competency Frame work and Business Targets; Measuring Performance and Potential of Employees using various tools such as Assessment Centre, Development Centre etc.

Performance Development Plan, Performance Improvement plan, Career Planning and Succession planning

Preparation of Development Plan for High Potential Employees and Improvement Plan for poor performing Employees; Career and Succession plan for the incumbents of the critical positions; Feedback Mechanism; Succession Planning; Career developing fast track schemes, job rotations; sponsored higher education.

Employer Branding

Employee Engagement Programmes; Participating in Great Places to Work Survey; Employee Recognition Programmes; Community Service Programmes.

Compensation and Benefits Benchmarking

Process of identifying comparator baskets; negotiating with Service providers; conducting the exercise; compiling the Findings; presenting to the stakeholders; designing and deploying action plan.

Employee Value Proposition (EVP)

Deployment of the concept of Employee Value Proposition, Key Insights, Organisation Strategy, EVP formulation, integrating with Employee Life Cycle Management.

Organisational Culture and Climate Survey

Employee Engagement Survey, Administration Survey, Report generation, Analysis and arriving at Action Plan.

SHRM in case of Mergers and Acquisitions

Factors to be considered while implementing Mergers and Acquisition, Culture mapping, Salaries and Grade restructuring, Organizational Restructuring, Policies and Processes restructuring, Working culture in MNCs.

Organisation Development and Management of Organizational Change

Understanding Organization Development, Foundation, Characteristics, Process, Benefits and Limitations; Concept and practice of change management and organizational development with an analytical insight related to application of strategic OD interventions.

HR Analytics (HRA) and it's impact on Driving Strategic HR initiatives

Definition, roles, problems, methods and perspective of HR Analytics; Locating the HR challenges in organizational system; Valuing HR Analytics; Social Network Analysis: Organisation Network Analysis and value chain; Data Mining: The Business Context of Data Mining, Classification and Clustering, Data Mining Tools; Data Visualization: Principles of information design, Importance of design in reporting, put insights into perspective

Coaching & Mentoring

Meaning and Distinction between Coaching and Mentoring; Need for Coaching and Mentoring; Competencies used in Coaching & Mentoring; Principles of Coaching and Mentoring; Process of Coaching and Mentoring.