

Xavier Institute of Management, Bhubaneswar
XIM University

Course Name	People, Performance and Possibilities
Programme	EMBA (BM)
Batch	2023-2024
Term	III
Credits	03
Course Instructor	Dr. Arup Roy Chowdhury

1. Course Introduction and Objectives:

Effective organizations are realizing that an organization's success depends on the critical human element "people". Great organizations impact the future possibilities of society through nurturing the creative potential of employees and empowering them to realize their dreams and aspirations in order to build a better world. Thus, understanding "people management" from the perspective of future possibilities for employees, customers and society requires a paradigm shift in understanding the role of organizations in society in the 21st century and aligning their business strategies with people philosophy, policies, programmes, processes and practices in organizations.

This course provides insights into the strategic nature of people management by introducing the participants to learning experiences of different organizations in various people functions like workforce planning, recruitment and selection, compensation, learning and development, performance management, employee retention and employee separation.

2. Course Content:

- Introduction to People Management
- Role, Significance and Context of People Management
- Strategic Nature of People Management Practices
- Job Analysis, Job Evaluation, Workforce Planning
- Recruitment and Selection
- Learning and Development
- Performance Management
- Compensation Management
- Managing the Collective
- Managing Employee Separation and Retention

3. Course Learning Outcomes (CLO):

As a result of succeeding in this course, participants will be able to achieve the following objectives.

CLO1: Appreciate the role of people management practices in providing competitive advantage and sustained competitive advantage

CLO2: Understand the need for investing in people to create Human Capital for managing and sustaining growth.

CLO3: Understanding the significance of managing people in unionized firms in the context of collective representation, collective bargaining and collective action.

4. Readings and References:

Textbook: Human Resource Management, University of Minnesota Libraries Publishing Edition, 2016, licensed under a Creative Commons Attribution-Non Commercial- Share Alike 4.0 International License, except where otherwise noted.

Reference Book: People and Performance, by Peter Drucker (1977), Harper & Row, Publishers, Inc.

5. Pedagogy and Student Workload:

The course has 20 sessions which are aligned with case studies, research articles and book chapters. Students are expected to read, reflect, analyze and share the learning from the above resources during the live sessions, demonstrate understanding through quizzes and articulate insights through discussion forums. The course would employ case method, lecture and discussion as a pedagogy for achieving the learning outcomes.

To achieve the learning objectives, students are expected to spend at least 60 minutes before the session in preparing the cases and readings for the session and at least 30 minutes after the session for reviewing the class notes, presentations and going through suggested readings.

6. Session Plan

Session	Topic	Session Learnings	Reading Materials
1	Introduction to Managing People	Understanding the significance of People Management skills for anyone in a leadership role.	What Does It Mean to Be a Manager Today? by Brian Kropp, Alexia Cambon, and Sara Clark Drucker, P. (1977) "Is Personnel Management Bankrupt?", <i>People and Performance</i> , P. 223 – 233.
2	Role, Significance and Context of People Management	The Role of People Management Practices in Providing Competitive Advantage and Sustained Competitive Advantage	Barney, J. B. (1995). Looking inside for competitive advantage. <i>Academy of Management Perspectives</i> , 9(4), 49-61.
3 & 4	Strategic Nature of People Management Practices	Understanding the dynamic nature of people management practices based on history, geography (established market / new market / mass market / niche market) and industry competitiveness	Cappelli, P., & Crocker-Hefter, A. (1996). Distinctive human resources are firms' core competencies. <i>Organizational dynamics</i> , 24(3), 7-22.
5 & 6	Job Analysis, Job Evaluation, Workforce Planning	The role and significance of job analysis, Job evaluation. Linking the outcome of Job Analysis, Job evaluation with Workforce Planning, Recruitment and Selection, Training, Performance Evaluation and other HR functions.	Schneider, B., & Konz, A. M. (1989). Strategic job analysis. <i>Human Resource Management</i> , 28(1), 51-63. Smith, B. J., Boroski, J. W., & Davis, G. E. (1992). Human resource planning. <i>Human Resource Management</i> , 31(1-2), 81-93.

Session	Topic	Session Learnings	Reading Materials
7	Diversity, Equity and Inclusion	The importance and challenges of achieving Diversity, Inclusion and Equity to create an equitable society.	Article: Male Nurses
8 & 9	Recruitment and Selection	Understanding the risks and benefits of modern recruitment and selection methods using AI and Machine Learning.	Case: A Simpler Way to Pay Article: How an algorithm may decide your career
10 & 11	Learning and Development	Understanding Learning and Development Strategy, Emergence of Corporate Universities, Emphasis on Continuous Learning, and Pay for Knowledge and Skills.	Case: Training in Retailing – Case Study of McDonald’s Restaurants
12 & 13	Performance Management	Understanding the dark side of performance appraisal practices that affect employee morale and organizational performance. Aligning Individual Performance with Business Strategy.	Case: No Cause, No Notice Case: Rising Frustration with Microsoft’s Compensation and Review System Case: Performance Appraisal at Citibank
14 & 15	Compensation Management	Learning the strategic approaches to designing Compensation Management systems for sustaining outstanding organizational performance. Job evaluation & it’s linkages with designing pay structures.	Case: When Salaries Are Not Secret
16 & 17	Managing the Collective	Understanding the significance of managing people in unionized firms in the context of collective representation, collective bargaining and collective action.	Case: Communicating in a Crisis and the Role of a Business Leader: The Case of Jet Airways
18 & 19	Managing Employee Separation and Retention	Learning to manage voluntary and involuntary attrition, managing employee performance during notice period and the role of professional manager in employee separation and retention.	Case: Arrive in Hope and Exit in Pain
20	Conclusion	Summary of Learning, Sharing of Insights and Experiences.	None

7. Assessment Scheme

Component	Weightage (%)	Assessment of Course Learning Outcome(s) (CLO)
Quizzes	20%	CLO1 CLO2
Team Assignment	20%	CLO3
End-Term	40%	CLO1 CLO2 CLO3
Course Involvement	20%	Course involvement scores would be based on the quality of contribution to the case analysis and discussion, timely and quality submission of assignments, quality of participation in discussion forums and other initiatives to enrich the course design, content, process and outcome.

Academic Discipline and Integrity

Students are expected to be punctual for the classes and come prepared for the class by going through the cases and readings assigned for the class. Please note that you are permitted to attend the classes in your own section only and any request for attending classes with other section(s) will not be entertained, especially when such requests are made on-the-spot and / or after being absent in your session. Further, you are expected to adhere to the guidelines given for Cases, Quizzes, Team Assignment, and End-Term. All evaluation components are closed book *unless it is explicitly specified as open book by the instructor*. Malpractice in any course components would invite “F” in the whole component or even in the entire course depending on the circumstances.

Mapping Course Learning Outcomes (CLO) with the Program Learning Goals (PLG)

PLG#	Program Learning Goal	Trait	Addressed by Course	
			Yes	No
PLG1	Functional and Business Skills	The students will demonstrate understanding of elements of all functional areas.	Yes	
PLG2	Analytical Skills	The students will use analytical techniques to identify a business problem, and suggest a solution.	Yes	
PLG3	Collaboration and teamwork attributes	The students will exhibit voluntary cooperation and effective teamwork in a group setting.	Yes	
PLG4	Ethical responsibility	The students will understand the ethical complexities of conducting business. The students will adopt techniques in scenarios involving ethical dilemma and offer resolution.	Yes	
PLG5	Communication	The students will produce reasonably good quality business documents. The students will become effective and confident communicators.		No
