

MBA (HRM) - III Semester

**PAPER – XI
HUMAN RESOURCE DEVELOPMENT**

Course Code: 39

Paper Code: MBHR 3001

Objectives:

- To understand the evolution and functions of HRD
- To identify the content, process and the outcomes of HRD applications
- To evaluate and understand diversity issues and their impact on organizations

UNIT I

Human Resource Development – Evolution of HRD - Relationship with HRM - Human Resource Development Functions - Roles and Competencies of HRD Professionals - Challenges to Organization and HRD professionals – Employee Behaviour – External and Internal Influence – Motivation as Internal Influence – Learning and HRD – Learning Strategies and Styles

UNIT II

Frame work of Human Resource Development - HRD Processes - Assessing HRD Needs - HRD Model - Designing Effective HRD Program - HRD Interventions- Creating HRD Programs - Implementing HRD programs - Training Methods - Self Paced/Computer Based/ Company Sponsored Training - On-the-Job and Off-the-Job - Brain Storming - Case Studies - Role Plays - Simulations - T-Groups - Transactional Analysis.

UNIT III

Evaluating HRD programs - Models and Frame Work of Evaluation - Assessing the Impact of HRD Programs - Human Resource Development Applications - Fundamental Concepts of Socialization - Realistic Job Review - Career Management and Development.

UNIT IV

Management Development - Employee counseling and wellness services – Counseling as an HRD Activity - Counseling Programs - Issues in Employee Counseling - Employee Wellness and Health Promotion Programs - Organizational Strategies Based on Human Resources.

UNIT V

Work Force Reduction, Realignment and Retention - HR Performance and Bench Marking - Impact of Globalization on HRD- Diversity of Work Force - HRD programs for diverse employees - Expatriate & Repatriate support and development.

REFERENCES

Werner & Desimone, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning, 2006*

William E. Blank, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey, 1982.*

Uday Kumar Haldar, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press, 2009*

Srinivas Kandula, STRATEGIC HUMAN RESOURCE DEVELOPMNET, *PHI Learning, 2001*

MBA (HRM) -III Semester

PAPER – XII
PERFORMANCE MANAGEMENT

Course Code: 39

Paper Code: MBHR 3002

Objectives:

- To understand the importance of employee performance to achieve the organisational goals
- To identify the process of performance management applications.

UNIT-I

Quality Performance Management - Concept - Dimensions - Facilitating Organisations for Performance - Organizational Dynamics and Employee Performance – Job Analysis

UNIT-II

Work Place and Its Improvement Through 5S - Modern Management Techniques and Management of Employee Performance - Team Building - Concept, Culture, Methods, Effectiveness & Empowerment Problems - Potential and Perspectives.

UNIT-III

Organizational Structure and Employee Motivation and Morale - Contemporary Thinking on Employment Practices and Work Schedules - Related Performance Appraisal Systems – Reward Based – Team Based – Competency Based- Leadership Based -Quality Circle - Features - Process.

UNIT-IV

Industrial Restructuring - Reward System and Employee Productivity - Performance Counseling – Performance Evaluation & Monitoring – Methods of Performance Evaluation -Performance Management in Multi National Corporations.

UNIT-V

Indian and Western Thoughts - Performance Management in the perspective of Indian Ethos – Ethical Issues and Dilemmas in Performance Management.

REFERENCES

Srinivas Kandula, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2006*

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *Prentice Hall India, NewDelhi, 2008*

Robert Cardy, PERFORMANCE MANAGEMENT, *Prentice Hall India, NewDelhi, 2004*

S.K. Chakravarthy, MANAGERIAL EFFECTIVENESS AND QUALITY OF WORK LIFE - INDIAN INSIGHTS, *Tata-McGraw Hill , New Delhi*

MBA(HRM) -III Semester

**PAPER – XIII
KNOWLEDGE MANAGEMENT**

Course Code: 39

Paper Code: MBHR 3003

Objectives:

- To familiarise the concepts of Knowledge Management.
- To understand the challenges of Knowledge Based Organisations and the HR mechanisms to manage them effectively.
- To identify the importance of the values of autonomy and accountability in Knowledge based organisations.

UNIT-I

Introduction to Knowledge Management - Knowledge Society - Types of Knowledge - An Introduction to life in organizations - Concept and Characteristics of KBOs - Dimensions of HRM in KBOs - New Role and Challenges for HRM in the KBOs.

UNIT-II

Managing Knowledge for organizational effectiveness - Process and Methods- Concept of Intellectual Capital and Learning Orientation in the Organizations - Knowledge and Role related issues - Performance Appraisal in a KBO - Intellectual Property Rights (IPR).

UNIT-III

Managing Knowledge and Personnel & Organizational Health - Rewarding Knowledge - Management of Retention.

UNIT-IV

ICTs in KBOs - HRIS for KBOs - Concept, Mechanisms, and Software Orientation - Performance Management – Mechanisms.

UNIT-V

Technologies to Manage Knowledge – Artificial Intelligence – Digital Libraries – Repositories – Knowledge Discovery – Creating Systems that Utilize Knowledge - Knowledge Process Outsourcing - Innovation Clusters.

REFERENCES

Frances Horibe, MANAGING KNOWLEDGE WORKERS, *John Wiley & Sons*

Ganesh Natarajan and Sandhya Shekhar, KNOWLEDGE MANAGEMENT - ENABLING BUSINESS GROWTH, *Tata McGrawHill, New Delhi*

Fernandez & Leidner, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2008*

Mruthyunjaya, KNOWLEDGE MANAGEMENT, *PHI Learning, New Delhi, 2011*

MBA (HRM) -III Semester

PAPER - XIV

INDUSTRIAL RELATIONS MANAGEMENT

Course Code: 39

Paper Code: MBHR 3004

Objectives:

- To provide exposure of theories, techniques and approaches to manage Industrial Relations.
- To understand the importance of labour administration and Constitutional Provisions.

UNIT-I

Introduction - Concept and Determinants of Industrial Relations - Industrial Relations in India - Managing IR Changes - IR and Productivity - Technology and IR -Effective Communication Systems and IR Management - Indian Culture & IR.

UNIT-II

Trade Unions - Purpose, Functions and Structure of Trade Unions - Trade Union Legislation - Multiplicity of Trade Unions - Conflict Resolutions - Industrial Relations - Welfare and Productivity - Social Responsibility of Trade Unions - IR Management and Management of Trade Unions.

UNIT-III

Employee Counseling - Types - Methods - Problems - Consultative Bodies (Bipartite, Tripartite) - IR Strategies - Workers Development and Participation.

UNIT-IV

Discipline and Grievance Redressal Machinery - Purposes and Procedures of Disciplinary Action - Grievance Redressal Procedures - Conciliation - Arbitration and Adjudication - Collective Bargaining - The Bargaining Process - Strengths and Skills.

UNIT-V

Labor Administration - ILO, ILC and Indian Constitutional Provisions in Relation to Labor Administration - Central Machinery of Labor Administration - Labor Administration at the State, District and Local Levels - Contemporary Trends and Future of Industrial Relations in India.

REFERENCES

Arun Monappa, INDUSTRIAL RELATIONS, *Tata Mc-Graw Hill, New Delhi*

Pramod Verma, MANAGEMENT OF INDUSTRIAL RELATIONS – READING AND CASES, *Oxford University Press, New Delhi*

Sivarethnamohan, INDUSTRIAL RELATIONS AND LABOUR WELFARE, *PHI Learning, New Delhi, 2010*

MBA(HRM) -III Semester

**PAPER - XV
EMPLOYEE LEGISLATION**

Course Code: 39

Paper Code: MBHR 3005

Objectives:

- To enable the students to familiarise the legal frame work governing the Human Resources within which the industries function
- To make the students understand the importance and ideology of legal structure prevailing in India

UNIT -I

Introduction to the Historical Dimensions of Labor & Employee Legislation in India - Labor Protection & Welfare - Social Security & Social Justice - System of Economic Governance - Principles of Labour Legislation – Labour and the Constitution

UNIT -II

Factories Act 1948 – Maternity Act 1961 - Contract Labour Act 1970 – The Shops and Establishment Act 1947 – The Trade Union Act 1926 – The Industrial Disputes Act 1947.

UNIT -III

Payment of Wages Act 1936 – Payment of Bonus Act 1965 – Payment of Gratuity Act 1972.

UNIT -IV

The Role of Human Capital – Organised and Unorganised Labour – Unorganised Labour Act - Workmen’s Compensation Act – The Employees Pension Scheme.

UNIT –V

Quality of Life of Workers - Governance of Enterprises – Views on the Role of Labor Legislation - Gender Dimensions of Labor Laws – Pros and Cons of Legal System

References

P.L. Malik, INDUSTRIAL LAW, Eastern Book Company, New Delhi, 2011

C.S. Venkata Ratnam, GLOBALIZATION AND LABOUR-MANAGEMENT RELATIONS - DYNAMICS OF CHANGE, Response Books,2001

Biswajeet Pattanayak, HUMAN RESOURCE MANAGEMENT, PHI Learning,New Delhi

Vipin Gupta Et al , CREATING PERFORMING ORGANIZATIONS: INTERNATIONAL PERSPECTIVES FOR INDIAN MANAGEMENT, Response Books

MBA(HRM) - IV Semester

PAPER – XVI

ORGANIZATIONAL DEVELOPMENT AND CHANGE

Course Code: 39

Paper Code: MBHR 4001

Objectives:

- To emphasise and understand the necessity for change
- To understand the resistance to change and the process of change
- To familiarise the concepts and techniques of OD

UNIT-I

Change - Stimulating Forces - Change Agents - Planned Change - Unplanned Change – Models of Organisational Change - Lewin's Three Step Model.

UNIT-II

Resistance to Change - Individual Factors - Organisational Factors – Techniques to Overcome Change.

UNIT-III

Change Programs – Effectiveness of Change Programs - Change Process - Job Redesign - Socio-Technical Systems.

UNIT-IV

OD - Basic Values - Phases of OD - Entry - Contracting - Diagnosis – Feedback - Change Plan - Intervention - Evaluation - Termination.

UNIT-V

OD Interventions - Human Process Interventions - Structure and Technological Interventions - Strategy Interventions - Sensitivity Training - Survey Feedback - Process Consultation - Team Building - Inter-group Development - Innovations - Learning Organisations.

REFERENCES

Kondalkar, ORGANIZATION EFFECTIVENESS AND CHANGE MANAGEMENT, *PHI Learning, New Delhi, 2009*

French & Bell, ORGANISATIONAL DEVELOPMENT, *McGraw-Hill.*

Dipak Bhattacharyya, ORGANIZATIONAL CHANGE AND DEVELOPMENT, *Oxford University Press, New Delhi, 2011*

MBA (HRM) -IV Semester

PAPER - XVII

HUMAN RESOURCE ACCOUNTING

Course Code: 39

Paper Code: MBHR 4002

Objectives:

- To understand the values of Human Resources in Organisations
- To familiarise the process and approaches of Human Resources Accounting

UNIT -I

Meaning & Definition of HRA – Importance - Development of the Concept – History of Score Card - HRA for Managers & HR Professionals - Investment in Human Resources –Quality of Work Force and Organizations’ Performance - Efficient use of Human Resources – Modern Market Investment Theory - Enumerating the Assets- Calculating the Market Value of Assets – Illiquid and Non- Marketable Assets – Human Capital.

UNIT -II

Human Resource Planning – Human Capital Investment – Expenditure Vs Productivity – Training – Human Capital & Productivity - Human Resource Accounting – Measurement of Human Value addition into Money Value – Objectives of Human Resources Accounting – Approaches to Human Resource Accounting.

UNIT -III

Investment Approach – Investment in Human Resources - HR Value – Concepts, Methods & Mechanisms - Recruiting and Training Costs – Depreciation –Rates of Return – Organization Behavior Vs Turnover – Non Value Adds in the Management of Human Resources, Measures and Prevention - Organization Climate Approach – Improvement Determination of Changes in Human Resource Variables – Increased Costs, Cost Reduction and Future Performance.

UNIT -IV

HR Accounting – Design, Preparation & Implementation - Responsibility Accounting and Management Control - Management Control Structure and Process - Design of HR Accounting Process & Procedures for each of the HR Sub-system including Recruitment, induction, Performance Appraisal and Training - Classification of Costs in HR Accounting – Behavioral Aspects of Management Control – Social Control.

UNIT -V

HR Auditing and Accounting – HRA Software - HRA Oriented Reporting Processes Including P & L Accounts & Balance Sheet - Experiences and Extrapolations on HRA.

References

Eric G. Flamholtz ,HUMAN RESOURCE ACCOUNTING, *Springer*

Jac Fitz-enz, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, *McGraw Hill*

Rakesh Chandra Katiyar ,ACCOUNTING FOR HUMAN RESOURCES , *UK Publishing*

M. Saeed, D.K. Kulsheshtha , HUMAN RESOURCE ACCOUNTING, *Anmol Publications.*

D. Prabakara Rao, HUMAN RESOURCE ACCOUNTING , *Inter India Publications.*

MBA (HRM) -IV Semester

**PAPER – XVIII
COMPENSATION MANAGEMENT**

Course Code: 39

Paper Code: MBHR 4003

Objectives:

- To understand the various dimensions of Compensation Management.
- To familiarise the role of various bodies involved in Compensation Management.

UNIT-I

Compensation - Definition - Compensation Responsibilities – Compensation System Design Issues – Compensation Philosophies – Compensation Approaches

UNIT-II

Compensation Classification - Types - Incentives - Fringe Benefits - Strategic Compensation Planning – Determining Compensation – The wage Mix – Development of Base Pay Systems – The Wage Curve – Pay Grades – Salary Matrix – Compensation as a Retention Strategy.

UNIT-III

Theories of Wages - Wage Structure - Wage Fixation - Wage Payment - Salary Administration - Executive Compensation – Incentive Plans – Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.

UNIT-IV

Methods of Rewarding of Sales Personnel - Pay - Commission - Pay and Commission - Performance Based Pay Systems - Incentives - Executive Compensation Plan and Packages - Perceptions of Pay Fairness – Legal Constraints on Pay Systems.

UNIT-V

Wage Boards - Pay Commissions - Employee Benefits – Benefits Need Analysis – Funding Benefits – Benchmarking Benefit Schemes - Employee Benefit Programmes – Security Benefits – Creating a Work Life Setting – Designing Benefit Packages

REFERENCES

Dewakar Goel, PERFORMANCE APPRAISAL AND COMPENSATION MANAGEMENT, *PHI Learning, New Delhi, 2008*

Richard.I. Henderson, COMPENSATION MANAGEMENT IN A KNOWLEDGE BASED WORLD, *Prentice Hall India, New Delhi.*

Richard Thrope & Gill Homen, STRATEGIC REWARD SYSTEMS, *Prentice Hall India, New Delhi.*

Michael Armstrong & Helen Murlis, HAND BOOK OF REWARD MANAGEMENT, *Crust Publishing House.*

MBA(HRM) -IV Semester

PAPER - XIX

HUMAN RESOURCE INFORMATION SYSTEM

Course Code: 39

Paper Code: MBHR 4004

Objectives:

- To understand the concept of Human Resource Information Systems
- To familiarise the applications of HRIS in Organisations

UNIT -I

Data & Information needs for HR Manager - Sources of Data - Role of IT in HRM - IT for HR Managers - Concept, Structure, & Mechanisms of HRIS - Programming Dimensions & HR Manager - Survey of Software Packages for Human Resource Information System including ERP Software such as SAP, Oracles Financials and Ramco's Marshal [only data input, output & screens] - EHRM - Objectives - Advantages & Disadvantages.

UNIT -II

Data Management for HRIS - Data Formats - Entry Procedure & Process - Data Storage & Retrieval - Transaction Processing - Office Automation - Information Processing & Control Functions - Design of HRIS - Relevance of Decision Making Concepts for Information System Design - HRM Needs Analysis - Concept & Mechanisms - Standard Software and Customized Software - HRIS : An Investment.

UNIT -III

HR Management Process & HRIS - Modules on HR Planning, Recruitment, Selection, Placement - Module on Performance Appraisal System - Training & Development Module - Module on Pay & other Related Dimensions - Information System's support for Planning & Control.

UNIT -IV

HR Management Process II & HRIS - Organization Structure & Related Management Processes - Authority & Responsibility Flows - Communication Process - Organization Culture and Power - Data Capturing for Monitoring & Review - Behavioral Patterns of HR - Other Managers and their Place in Information Processing for Decision Making.

UNIT -V

Security, Size & Style of Organizations & HRIS - Security of Data and Operations of HRIS Modules - Common Problems during IT Adoption Efforts and Processes to Overcome - Orientation & Training Modules for HR & other Functionaries - Detailed Analytical Framework - Opportunities for combination of HRM & ITES Personnel - HRIS & Employee Legislation - An Integrated View of HRIS.

References

Michael Armstrong, A Handbook of Human Resource Management Practice, *Kogan Page*

Gueutal & Stone, The Brave New World of her, *Jossey-Bass, 2005*

Monk & Wagner, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, *Thomson. 2006.*

MBA(HRM) -IV Semester

**PAPER - XX
GLOBAL HR PRACTICES**

Course Code: 39

Paper Code: MBHR 4005

Objectives:

- To understand the concepts of globalization in HR Perspective
- To familiarize the key aspects and contemporary issues to the students
- To understand the developments in global HR practices and its challenges

UNIT -I

Introduction - Growth of International Business and Globalization - Operational Objectives and Means of Globalization in HR Perspective - Use of Balanced Score Card - Choosing an International Competitive Strategy - Forms of Operations.

UNIT -II

HR Challenges & Opportunities - National Differences Facing Operations – Domestic & MNC Perspectives - Linkages among Countries - Governance of Operations - Individual and Company Concerns – Multi cultural orientation to employees – Research and documentation Orientation in Global organizations - Ethical and Socially Responsible Behavior - Careers in International Business

UNIT -III

HR Policies and Operations in a Global Setting - Distinctive Features of HR Functions -Planning, Organizing, Directing & Control - Operations - Manpower Planning to Separations in a Global Set-up - Staffing - Skill & Knowledge Development - Incentives & Compensation Package - Motivational Systems – Reporting Relationships – Performance Appraisal Systems – Employee Empowerment – Value systems – Shared Corporate Culture and Grievance Handling – Reactive & Proactive Mechanisms

UNIT -IV

Change Management Model - Appreciating Change - Industry Analysis - Business Models - Mobilizing Support - Executing Change - Building Change Capability - Leadership and Change – Diversity as Enhancer of Learning and Effectiveness Within Groups and Organizations – HR to Develop Global Organisational Learning Systems.

UNIT -V

Quality Performance in Knowledge Based Organizations - Technology – Behavioral & Technical - Universal Quality Standards & HRM – Eastern Management Thought for Global Management - Commitment, Quality, and Stress Free Work Life.

REFERENCES

Punnett Betty Jane, INTERNATIONAL PERSPECTIVES ON ORGANIZATIONAL BEHAVIOR AND HUMAN RESOURCE MANAGEMENT, *M.E. Sharpe, 2009*

Monir Tayeb, INTERNATIONAL HRM, *Oxford University Press, 2005*

Dowling & Welch, INTERNATIONAL HRM: MANAGING PEOPLE IN MULTINATIONAL CONTEXT, *Cengage Learning, NewDelhi, 1999*