


KUVEMPU UNIVERSITY

Institute of Management Studies & Research,
JnanaSahyadri, Shankaraghatta - 577 451,
Karnataka, India

MBA-HRM (Regular)

Course Structure (Effect from 2019-20)

Course Code	Subject	Credit	Teaching Hours	Internal Assessment	Exam Marks	Total Marks
SEMESTER-I						
101MHMHC	Principles and Practice of Management	5	5	25	75	100
102MHMHC	Human Resource Management	5	5	25	75	100
103MHMHC	Organizational Behavior	5	5	25	75	100
104MHMHC	Quantitative Techniques for HRM	5	5	25	75	100
105MHMHC	Personality Development and Communication Skills	5	5	25	75	100
SEMESTER-II						
201MHMHC	Business Ethics and Corporate Governance	5	5	25	75	100
202MHMHC	Research Methodology	5	5	25	75	100
203MHMHC	Managerial Economics	5	5	25	75	100
204MHMSC	Strategic Human Resource Planning and Management	5	5	25	75	100
205MHMSC	Organizational Development	5	5	25	75	100
Elective-1	Elective Course	2	2	10	40	50
SEMESTER-III						
301MHMHC	Computer Application	5	5	25	75	100
302MHMSC	Industrial Relation and Labor Legislation	5	5	25	75	100
303MHMSC	Inter-personal Process and Counseling	5	5	25	75	100
304MHMSC	Compensation Management	5	5	25	75	100
305MHMSC	Human Resource Accounting and Auditing	5	5	25	75	100
Elective-2	Elective Course	2	2	10	40	50
	Internship Training	2	2	25 (Viva)*	75	100
SEMESTER-IV						
401MHMSC	Personnel Assessment and Taxation	5	5	25	75	100
402MHMSC	HRM in Manufacturing and Service Industry	5	5	25	75	100
403MHMSC	Training and Employee Development	5	5	25	75	100
404MHMSC	International Human Resource Management	5	5	25	75	100

	Concurrent Project work & Viva-voce	3	3	50 (Viva)*	75	200
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*Viva-voce examination would be conducted by the BOE and the Project valuation would be central valuation by the panel of examiners

101 MHM HC: PRINCIPLES AND PRACTICES OF MANAGEMENT

OBJECTIVE: The objective of this paper is to provide foundation for understanding basic management concepts and to familiarize with current management practices.

COURSE CONTENTS

Module I: The basic of global management theory and practice

- Unit1: Conceptual Frame work of Management – Nature, Scope, Functions and Principles, Management v/s Administration
- Unit2: Roles of managers-Managerial Skills and level of Management in changing Environment
- Unit3: Evaluation of Management Thoughts: Contemporary Management Thoughts and Contributions to the Management.
- Unit4: Ethics and Systems in Management, Factors Influencing ethical behavior, ethical guidelines for managers
- Unit5: Japanese Management

Module II: Planning

- Unit1: Nature, types, purpose and limitation of Planning, Planning premises.
- Unit2: Planning Process and planning instruments
- Unit3: Failure of plans-guidelines for effective planning.

Module III: Organizing

- Unit1: Anatomy of an organization Principles of organization, Organizational hierarchy Formal and Informal organization.
- Unit2: Basic Organization structures. Closed system Vs open system of Organization
- Unit3: Variables in designing an organization structure.
- Unit4: Grouping of functional activities departmentation, Power authority, responsibility Relationship, Line, Staff and Committee, Line & staff conflict basics of Obligation of authority.
- Unit5: Centralization V/S Decentralization, Span of Management.

Module IV: Staffing and Directing

- Unit1: Concept of Staffing: Definition, Importance, Scope, Approaches To and responsibilities of Staffing, Factors influencing staffing.
- Unit2: Manpower planning: Introduction, Manpower planning process. Socialization process of new employees
- Unit3: Job Analysis, Job Description, Job Specification: Introduction, Uses, Process.
- Unit4: Concept of Direction: Introduction and Principles.

Unit5: Direction and Supervision, Techniques of direction, effective of supervision, Directing and Human factor-Managerial Models

Module V: Managerial Decision Making:

Unit1: Steps in Decision Making, Guidelines for effective decision making, Decision making tools.

Unit2: Co-Ordination Principles and techniques of Co-ordination.

Unit3: Problems of Co- Ordination guidelines for forging and effective co-ordination.

Module VI: Controlling:

Unit1: Control Concepts Hemostats, Cybernetics, Feedback, Improvement, Innovation.

Unit2: Systems and Process of control, Pre requisites of control, Control techniques and tools, Temporal and behavioral dimensions of control, Problems of control process.

Unit3: Essentials of computer based control systems, improving effectiveness of control functions

Unit4: Case Reference Discussions on Practices and Unique Principles of Selected Hundred and Five hundred Fortune Companies.

BOOKS FOR REFERENCE

1. "Management" by J.A.F Stoner, R.E.Freemass and D.R.Gilbert.Jr."Business Legends" by Gita Piramal.
2. "Principles of Management" by George.R.Terry and Franklin. All India Travelers Book sellers, AIBITS Delhi-51.
3. "Principles of Management" by Horold.D.koontz and Cyril J.Donnel,Mc Graw Hill Co., publications.
4. Management Theory and Practice by Ernest Dale, Mc Graw Hill Co., puplication.
5. Introduction to management by Icfai publication
6. The practice of management by Peter F Drucker.
7. Management Tasks Responsibilities and practice by Peter F Drucker .
8. The Effective Executive' by Peter F Drucker.
9. Technology, Management and society" by Peter F Drucker 'Management' by Peter F Drucker.

102. MHM HC: HUMAN RESOURCE MANAGEMENT

OBJECTIVE: The objective of this course is to sensitize students to the various facts of managing people and create an understanding of the various policies and practices of human resources management.

COURSE CONTENTS

Module 1: Introduction to Human Resource Management

Unit 1: Introduction-Definition, Nature, scope, Objectives, Human resource management and Personnel management.

Unit 2: Evolution and Development of HRM, functions of HRM, Personnel Policy, Records and Reports.

Unit 3: HRM Process, Principles of HRM, Opportunities, Challenges and Recent Trends in HRM, Organization and Personnel department, Role of HR Manager

Module 2: Human Resource Planning and Procurement, Training

Unit 1: Human Resource Planning- Meaning and Importance of HRA, Need, Process of HRP

Unit 2: Job Analysis- Meaning, Importance, Purpose, Job Description and Job Specification.

Unit 3: Recruitment and selection- Importance, Process of Selection, Methods, Placement and Induction, Challenges in Recruitment.

Unit 4: Human resource Training- Meaning, Importance, Need,, Methods and Evaluation.

Module 3: Human Resource Appraisal and Motivation

Unit 1: Human Resource Appraisal-Meaning and Importance of HR Appraisal, Traditional and Modern Methods of Appraisal and Evaluation.

Unit 2: Human Resource Motivation- Techniques and Applications.

Unit 3: Work Life Balance and Well being.

Unit 4: Human Resource Mobility-Meaning, Importance and purpose, Promotion, Demotion, Transfer, Separation, Absenteeism, Labour turnover

Module 4: Industrial Relation and Administration

Unit 1: Industrial Relation theory, Approaches.

Unit 2: Industrial Conflict Management- Grievance, Disputes and Discipline

Unit 3: Theories of Wages and Employee Compensation-Factors influencing wage fixation, Theories of Wage fixation, Methods and Policies of Compensation.

Unit 4: Employee welfare, Types of Welfare Facilities and Statutory provisions.

Module 5: The future of HRM

Unit 1: Globalization of HRM

Unit 2: Future trends in Human capital and Talent Management

BOOKS FOR REFERENCE

1. C. B. Memoria, Personnel Management.
2. K. Aswathappa, Human Resource Management. Tata Mc-Graw Hill New York.
3. C.S Venkata Ratnam, Personnel Management. Tata Mc-Graw Hill New York.
4. C.B Gupta, Hman Resource Management, Sultan Chand and Sons, New Delhi.
5. Tripathi, Personnel Management and Industrial Relations, Sultan Chand and Sons, New Delhi.
6. P Subba Rao, Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
7. V. P Michael, Human Resource Management and Industrial Relations, Himalaya Publishing House, Mumbai.
8. A.M. Sharma, Personnel Management and Human Resource Management, Himalaya Publishing House, Mumbai.

103. MHMHC: ORGANISATIONAL BEHAVIOUR

OBJECTIVE: The objective of this course is to familiarize the students with basic concept of behavioral process in the organization, its effectiveness and the managerial requirements to alter workforce behavior.

COURSE CONTENTS

Module 1: Fundamentals of Organization Behavior

Unit 1: Introduction to organization behavior –fundamental concepts.

Unit 2: Nature and scope of organization behavior, Historical perspective of OB.

Unit 3: Models of organization behavior, Managerial, Organizational and Global Challenges to Organization Behavior Manager

Module 2: The Individual

Unit 1: Foundations of individual behavior –individual Differences, Model of man.

Unit 2: Personality –concept of personality, determinants of personality, personality theories, cases.

Unit 3: Perception –Meaning and importance of perception, perception process, factors influencing perception, cases

Unit 4: Attitudes- Nature of Attitudes, Components of Attitudes, Sources and Measurement of attitude, changing attitudes and its barriers, cases.

Module 3: The Group

Unit 1: Foundation of group behavior –Meaning and Nature of Group, Stages of Group Development and its Types, Group Norms cohesiveness, cases.

Unit 2: Motivation – Meaning and importance of motivation, motivational techniques, theories of motivation, cases.

Module 4: The Organization

Unit 1: Employee counseling and inter personal behavior – Importance of Counseling, counseling functions, The Manager’s Counseling Role, Transactional Analysis, Self concept, Life positions.

Unit 2: Leadership – Nature and Characteristics, Leadership styles, Leadership Theories, Cases.

Unit 3: Team Building and Participative Management – Meaning and importance of Team building and participative management, Types, Team Building Techniques, Benefits of participation, Cases.

Unit 4: Conflict Management – Nature of conflict, Types and sources of conflict, conflict Management, Cases.

MODULE 5: The Dynamics of Organization

Unit 1: Organization culture – Meaning and Characteristics, Types and Functions of Culture, Creating, Sustaining and Changing a Culture. Organization Change-meaning and Nature of Change, Importance, Change Implementation, Cases.

Unit 2: Organization Development- Meaning and Characteristics, importance, Steps in OD Process, Techniques OD, Cases.

Unit 3: Managing workplace stress: stress in the workplace definition, sources and meaning, managing deal with stress in the workplace consequences of stress at work, physiological, psychological and behavior symptoms, stress management individual and organizational techniques and methods.

BOOKS FOR REFERENCE

1. Robbins, S.P. Organizational behavior, Prentice Hall of India.
2. Robert A. Baron and Jerald Green Berg, Organizational behavior, Prentice Hall of India.
3. Luthans, F. Organizational Behavior, Tata Mc-Graw Hill, New York.

4. Keith Davis and Newstrom, Organizational Behavior, Tata Mc-Graw Hill, New York.
5. Sharma, R.A. Organizational theory and behavior, Tata Mc-Graw Hill New York.
6. Gergory Moorhead and Ricky W Griffin, Organizational behavior, Jaico Publishing. House, Mumbai.
7. Davis, Human Behavior at Work and Organizational Behavior Tata Mc-Graw Hill New York.
8. UdayPareek, Understanding Organizational Behavior, oxford and IBH Publications, Jaipur.
9. Rao, V.S.P and Narayana, P.S. Organization Theory and Behavior, Konark Publishers, New York.
10. Shashi k. Gupta, Organizational Behavior, Kalyani Publishers, New Delhi.
11. Ashwathappa, Organizational behavior, HP, publisher.

104 MHM HC – QUANTITATIVE TECHNIQUES FOR HR

OBJECTIVE: The objective of this course is to make the students familiar with some basic statistical techniques and linear Programming Concepts. The main focus however is in their applications in business decision making especially in touch with personnel functions.

COURSE CONTENTS

Module I: Functions

Unit 1: Application of functions, some special functions. AP and GP and their Managerial Application.

Unit 2: Matrices- their operations, Adjoins, Determinant, Rank Inverse of a matrix and their application.

Module II: Frequency Distribution and Analysis

Unit 1: Data analysis – Measures of central tendency – Mean, Median, and Mode.

Unit 2: Measures of Dispersion mean deviation and standard deviation, Quartile deviation.

Unit 3: Co-efficient of variation.

Unit 4: Simple correlation and regression analysis.

Unit 5: Time series analysis, forecasting and Index Numbers.

Module III- Probability Theory and applied arithmetic aptitude

Unit 1: Permutation and combinations, Probability theory and Problems, Time and work, Simple and Compound Interest Calculations.

Module IV: Linear Programming

Unit 1: Linear Programming, formulation and Graphical Solution,

Unit 2: Transportation problems and Solutions by North-West Corner rule, Least Cost method and Vogel's approximation method.

Unit 3: Optimum Solution by MODI method, Assignment Problem and its solution.

BOOKS FOR REFERENCE

1. Business Statistics by S.P Gupta and M.P. Gupta. New Delhi, Sultan Chand 1997.
2. Statistics for management by Levin Richard I and Rubin David New Jersey prentice Hall Inc. 1995. 3. Mathematics for management by N.Raghavachari. Tata Mc Graw Hill Co., publication.
3. Fundamentals of statistics D.N. Elthanco. Sultan Chand & co. publication.
4. Problems and solutions in business mathematics V.K Kapoor. Sultan Chand & Co. publication.
5. V.Sundareshan and S.D Jayasheelan Business mathematics. Sultan Chand & Co. Publication
6. Gorak Prasad Text Book on Differential calculus Pothishala Private Co ltd Allahabad Publication.
7. Abe Mizrahi and Michael Sullivan Calculus with application in business John Wiley and

105. MHM HC: PERSONALITY DEVELOPMENT AND COMMUNICATION SKILLS

OBJECTIVE: The objective of this course is to familiarize the students with basic concept of behavioral process in the organization, its effectiveness and the managerial requirements to alter workforce behavior

COURSE CONTENTS

Module I: Personality Development Skills

Unit1: Introduction to Personality and Personality Development, Importance and Essential Skills for Personality Development, Personality Development v/s Soft Skills

Unit 2: Self Esteem: Meaning, Importance, Types

Unit3: SWOT Analysis: Meaning, Internal and External Individual Analysis, Individual and Organization SWOT Analysis

Unit 4: Individual Change Management: Meaning, Approaches, Forces, Resistance to Change, Process of Change, Circle of Concern, Circles of influence

Unit 5: Quality and Goal Selling: Meaning, Definition, Importance, Individual and Organizational Quality, Quality Circles, Quality Policy, Bench Marking, Keizen. Goal Setting: Meaning and Importance, Process, Types, Smart goals, objectives, Resolution, Mission and Vision

Module II: Communication Skills

Unit1:Communication: Definition, Communication Loop, Elements, Barriers, Strategies, Verbal and Non Verbal Communication, Effective Communication at Work Place, Active Listening Skills.

Unit 2: Speaking Skills

Unit3:Body language and Presentation: Concept, Importance Factors and Significance, Personal Appearance, Posture and Gestures, Eye Contact, Interview and Group Discussion.

Unit 4: Etiquette and Manners: Concepts and Importance, General Behavior, Work Etiquette

Module III: Business Communication

Unit 1: Introduction to Business Communication, Basic forms of Communication, Process of Communication, Principle of effective Communication. 7Cs, Types of Communication, barriers to Communication.

Unit 2: Business Letter Writing, Need, Function, Kinds and Layout of letter Writing, Types of Letter Writing, Persuasive letter, Request Letter, Sales Letter, complaints and Adjustments.

Unit 3: Departmental Communication: Meaning, Need and Types, Interview Letter, Promotion Letter, Resignation Letter, News Letter, Circular, agenda, Notice, office memorandum, Office Order, Press Release.

Unit 4: Modern Communication Techniques: Telephone, Radio, Fax, T.V, Satellites, E-mail, Bulletin Board, and Video conferencing

Unit 5: Role Play on Selected Topics with Cases, analysis and real life Experiences.

Module IV: Media Communication

Unit 1: Media Profiling

Unit 2: Designing Message for Media

Unit 3: Media Management Strategies

Unit 4: Contemporary Issues in Communication

BOOKS FOR REFERENCE

1. "A Text Book of Business Communication" by Chappel R T & Red W L kacdonald Evans Plymouth publication.
2. "Communication" by deverell CS Gee & co., London.
3. "The Art of communication" by layton A.C pitman, London.
4. "Communications" in business" by P littele, Longmans, London.
5. "Communication" by Williams R chatto 7 windus, London.

6. "Effective communications" by E.C.Eyre.
7. "Functional Business communication" by jerasuman daw & willim lord.
8. "Organizational communication" The key stone to Managerial Effectiveness"
By Jerry C.Wofford, Edwin A., Geroff & Robert C Cummins.
9. " Communications in Business & Industry" by Dennies Murphy.
10. " Effective Business Communication" by M.V. Hodrigues, Concept Publishing
Co., New Delhi.
11. Excellence in Business communication by John V.Thill and court land L Bovee
– MC Graw Hill cos.

SECOND SEMESTER

201 MHM HC BUSINESS ETHICS AND CORPORATE GOVERNANCE

OBJECTIVE: The purpose of this paper is to provide an insight on ethical Concepts and Corporate Governance in Business.

COURSE CONTENTS

Module I: Ethical Decision Making

Unit 1: Overview of Ethics- Normative Framework –Principle of personal benefit, Principle of Social Benefit, Principle of Neutralization, Categorical Imperative, Principle of Duty, Principle of Justice and Principle of Lawfulness, Approaches.

Unit 2: Theories of Ethics – Gandhian Approach, Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory, Aristotle’s Virtue based ethics and Narrative based ethics – Values impact in Business: Indian Value System and Values.

Module II: Ethical Impact on Business

Unit 1: Ethical Issues in Capitalism and market systems, Ethics and social responsibility, Ethics and marketing, Ethics in finance, Ethics and human resource, Ethics and Information Technology.

Unit 2: Ethical theories and approaches, Intellectual property rights like designs, patents, trademarks, copy rights.

Unit 3: Essential Ethical practice for Managers, Roles and Responsibility of an Ethical Manager

Module III: Corporate Governance:

Unit 1: Issues, need of corporate governance code, Code of Corporate Practices, social Responsibility of corporate, Corporate Social Reporting.

Unit 2: Corporate Governance and the Role of Board (BOD), Corporate Governance System, Worldwide, Corporate Disclosure and Investor Protection in India.

Unit 3: Impact of Credit Rating Agencies on corporate governance, Evaluation of Corporate Governance. Future of Governance and Innovative ideas.

Module IV: Emerging Issues in Business Ethics and Global Economy

Unit 1: Emerging Issues in Business Ethics

Unit 2: Role of Ethical culture and Relationship in Organizational Culture

Unit 3: Effective Ethical Program

Unit 4: Business Ethics in Global Economy

BOOKS FOR REFERENCE

1. S.S. Iyer - Managing for Value (New Age International Publishers, 2002)
2. Laura P Hartman AbhaChatterjee - Business Ethics (Tata McGraw Hill, 2007)
3. S.K. Bhatia - Business Ethics and Managerial Values (Deep & Deep Publications Pvt.Ltd, 2000)
4. Pvt.Ltd, 2000)
5. Velasquez – Business Ethics – Concepts and Cases (Prentice Hall, 6th Ed.)
6. Reed Darryl – Corporate Governance, Economic Reforms & Development (Oxford).
7. Mathur UC – Corporate Governance & Business Ethics (Mc Mill

202 MHM HC RESEARCH METHODOLOGY

OBJECTIVE: To equip the students with the understanding of the Research Methodology and to provide an insight into the application of Modern analytical tools and techniques for the purpose of management decision making.

COURSE CONTENTS

Module I: Research Methodology: An Introduction

Unit 1: Research-Meaning, importance, characteristics. Behavioral sciences research-Meaning, concept and problems in behavioral sciences research, Types and methods of Research. Fundamental, Applied and Action research, Exploratory, Descriptive, Diagnostic, Evaluation, Experimental, Analytical, Historical Research, Review of literature and Need, Search Procedure, Sources of literature, planning the review work. Research problem, Selection and Formulation of research problem and guiding principles in the choice of research problem, Factors and criteria in selection of research problem, statement of research problem and development of theoretical orientation of the research problem, Research Nature and scope of Research Methodology

Unit 2: Objectives- Meaning, types and criteria for judging the objectives. Concept and Construct-Meaning, role of concepts in research and Conceptual frame work development in research. Variables - Meaning, types and their role in research. Hypothesis- Meaning, importance and functions of hypothesis in research, Types of hypothesis, linkages, sources, problems in formulation and criteria for judging a workable hypothesis. Measurement and Scaling Techniques- Meaning, postulates and levels of measurement, Use of appropriate statistics at different levels of Measurement, scaling Techniques.

Module II: Methods of Data Collection and Sampling

Unit 1: Collection of Primary Data, Observation Method, Interview method, Preparation of Questionnaire and Schedules, Collection of Data through Questionnaires, Collection of Data through Schedules, Difference between Questionnaires and Schedules, Some other Methods of Data Collection,

Collection of Secondary Data, Selection of Appropriate Method for Data Collection

Unit 2: Sampling Fundamentals: Need for Sampling, Some Fundamental Definitions, Important Sampling Distributions, Central Limit Theorem, Sampling Theory, Concept of Standard Error, Estimating the Population Mean, Estimating Population Proportion, Sample size and its determination, Sampling size and its Determination: Bayesian statistics, Selection of appropriate statistical technique

Module III: Processing and Analysis of Data

Unit 1: Processing and analysis of Data.

Unit 2: Measurement and scaling technique

Unit 3: SPSS and other statistical software Packages.

Unit 4: Advanced techniques for data analysis-ANOVA, discriminate analysis, Conjoint Analysis, Multidimensional scaling.

Module IV: Report Writing

Unit 1: Process of Report Writing

Unit 2: Qualities of Good Research Report

Unit 3: Report and Stake Holders interest

BOOKS FOR REFERENCE

1. Marketing Research-D.D.Sharma.
2. Research Methodology-Cooper Scheduler
3. Research Methodology-Kotari.C.R.
4. Statistical Methods-Gupta.S.C.
5. Research Methodology-Gupta.S.C.

203 MHM HC MANAGERIAL ECONOMICS

OBJECTIVE: To provide the students with the understanding of various micro managerial perspectives and insights into look at the concepts to manage the demand, supply and market equilibrium and their influences on HR decisions.

COURSE CONTENTS

Module I: Basics of Managerial Economics

Unit 1: Meaning and Scope of Managerial Economics, Basic principles of Economics, Managerial theory of firm.

Unit 2: Theory of Demand and Supply-Types of Demand, demand determinants, elasticity of demand

Unit 3: Supply and Supply determinants, law of Supply. Demand and Supply interaction and Market equilibrium

Unit 4: Demand Forecasting, Process and Approaches of demand forecasting. Qualitative and Quantitative methods of demand forecasting.

MODULE II: Production and Cost Analysis

Unit 1: Theory of Production. Production function, production in short run and long run. measure of Productivity of labour and capital. Firms equilibrium in short run and long run. Return of scale

Unit 2: Cost concept, cost of production and factors cost. Determination of least cost in short and long run. Techniques of cost control

Unit 3: Profit analysis and Planning-sales Volume Profit Analysis. Break Even Analysis

MODULE III: Competitive Structure of Market and Price and Output Determination

Unit 1: Types of Market-Structure and Price Determination- Perfect and Imperfect Markets. Perfect Competition, monopoly Market- Price and out Put Determination

Unit 2: Monopolistic and Oligopoly Market- Market equilibrium and price and output Determination

Unit 3: Pricing and Pricing methods, Pricing Strategies, Price discrimination.

Module IV: Demand and Supply of Labor

Unit 1: Short run and long run demand for labor, Firm's demand and Market demand for labour, Changing demand for labor, Determinants of Labor

Unit 2: Supply of Labor: Determinants of Supply of Labor Individuals decision to work, Market Supply of Labor, Determinants of Labor Supply (Retirement and Voluntary Retirement Schemes, Some Labor impact on Individual Supply of Labour)

Unit 3: Labor Market Equilibrium: Role of Wage in Labor Market Equilibrium, Wage determination, Changing market conditions and different consideration behind Wage settings.

Module V: Investment in Human Capital:

Unit 1: Meaning and Definition, Individual's choice of educational attainment, Costs and benefits of human capital investments, Individual and Organizational investment on human capital

Unit 2: Measurement of Labour Productivity- Equi-marginal principles in hiring human resources. Productivity and Wage Determination

Unit 3: Human Capital Investment in Global Markets

BOOKS FOR REFERENCE

1. Dominic Salvatore- Managerial Economics, PHI, Publications
2. George J Borjas (2009) Labor Economics D. Bosworth, Peter Dawkins, Thorsten
3. Stromback (1996) Economics of the Labour Market
4. Ronald G Ehrenberg, Robert S. Smith (2011) Modern Labor Economics: Theory and Public Policy
5. Ronald G. Ehrenberg, Robert S. Smith (2008) Modern Labor Economics: Theory and Public Policy
6. Managerial Economics: Applications, Strategies, and Tactics – 11th Edition – by
7. James R. McGuigan, R. Charles Moyer, and Frederick H.deB. Harris
8. PL Mehta- Managerial Economics, Sultan Chand & Sons, New Delhi

204 MHM SC: STRATEGIC HUMAN RESOURCE MANAGEMENT

OBJECTIVE: This paper is designed to foster the strategic approach to HRM practices that would enable best possible probabilities of success in implementing HR strategies.

COURSE CONTENTS

Module: I: Conceptual Framework of SHRM and SHRP

Unit 1: Introduction, Definition, Importance scope and approaches to HRM, Models of SHRM

Unit 2: Strategic Dimensions: Integrating HR strategy with corporate and functional strategies, functional strategy formation external environment for HR, Role of HR in strategy formulation, Components of Strategic HRM ,Best Fit Approach v/s Best Practice Approach

Unit 3: SHRM & SHRP: Importance, Advantages, Process and Techniques.

Module II: Strategies for Human Resources Functions

Unit 1: Strategic HR Planning and Staffing: Nature of HR planning, Job Analysis, conducting job analysis, Job analysis, Conducting Job Analysis, Job design, strategic Guideline, strategies for recruitment, selection, Recruitment methods, selection process, strategies for effective recruitment and selection.

Unit 2: Strategies for Maximizing HR Productivity: Training and Development, Orientation, Training and Development Methods, Evaluation Of T& D, Strategies For Effective Performance Appraisal Systems, Performance Appraisal Systems, Performance Appraisal Objectives, Process, Systems, Performance Appraisal Objectives, Process, Types Of Performance Appraisal, Strategies and The Performance Appraisal. Career Planning and Development, Importance, Methods.

Unit 3: Strategies for Maintaining Human Resource: strategies for Improving Health and safety, Managing the problem employee, Building good disciplinary climate.

Unit 4: Strategies for dealing with Union: Strategic Approach to Industrial Relations, Role of Unions, Strategic Collective Bargaining Process and Grievances and Redressal system.

Module III: Human Resources Development & System:

Unit 1: Fundamental concepts relating to HRD: overview, role, need process and HRD, mechanism and Approaches.

Unit 2: Planning and organizing HRD systems: HRD policies, objectives and philosophy.

Unit 3: Globalization and its implications of Corporate HRD: globalization, Challenges for organization, critical implications of Theory and practices of HRD. Reorientation of HRD system.

Unit 4: HRD-A strategic perspective: emerging HRD Challenges, competitive business environment, challenges in Public and Private Business sectors.

Unit 5: Role of HRD in Knowledge Management: Knowledge Management challenges, HRD for Knowledge management, Role of HRD in Implementing Knowledge Management, Initiations, Knowledge Transferring, Data Processing and Knowledge Management Techniques.

Module IV: Strategic Human Resource Information Systems and Emerging trends.

Unit 1: Introduction on HRIS: Definition, Concepts, objectives and stages of development, steps in implementing HRIS, HRIS Products and models, HRI Vendor selection.

Unit 2: Emerging Trends: Competency Development and Mapping, Multi Source Feedback, Balanced Score card, New employee Retention Policy, Talent Management, HR matrix, Employers Brand, Dual Carrier groups, Strategic HR Issues in Global Assignments, HR Strategies for Corporations of Tomorrows, HR Strategy in Work Force Diversity, Employee Engagement Strategies, Emotional Intelligence, Job Positioning.

BOOKS FOR REFERENCE

1. Strategic Human Resource Management by Tanuja&Agarwala
2. Armstrong's Handbook of Strategic Human Resource Management, 5th Edition
3. Strategic Human Resource Management-Theory and Practice *Second Edition* by Graeme Salaman
4. Carrig, K. & Wright, P.M. (2006) Building profit through building people.
5. Alexandria, Virginia: Making your workforce the strongest link in the value-profit chain, Society for human resource management.
6. Huselid, M., Becker, B.E., Beatty, W.R. & Ulrich, D. (2005) The workforce scorecard:
7. Managing human capital to execute strategy. Boston: HarvardBusinessSchool Press

205 MHM SC: ORGANIZATIONAL DEVELOPMENT

OBJECTIVE: To Introduce and to impart the requisite knowledge for handling organization development process and the major issues associated with it.

COURSE STRUCTURE

Module I: Introduction

Unit 1: Meaning, Definition, Objectives, Implications, History of organization development, field of organization development, Values, Assumptions and Beliefs in OD.

Unit 2: Characteristics and foundations of OD Process: On-going interactive process, Form of Applied Behavioral Science, Strategy of Changing, System Approach to Planned Change, Experience- based, Goal setting and planning, focus on Work Teams.

Unit 3: Action Research OD and: Process, Approaches, use of Action Research in OD

Module II: Organization Development and Intervention

Unit 1: OD Interventions- Nature, Major OD Interventions, Dimensions, Individual, Task – Process, Effective OD Interventions – Characteristics, levels of diagnosis in organization, OD Map, factors affecting success of Intervention.

Unit 2: Team Interventions- Team Interventions : Teams and Work Groups, Team Building Interventions, Diagnostic Meeting, Team Building Meeting, Role Analysis Techniques, Role Negotiation Techniques, Gestalt Orientation to Team Building, Intergroup Interventions.

Unit 3: Strategic Interventions: integrated strategic change, trans-organization development, merger and acquisition integration, culture change, self-designing organizations, organization learning and knowledge management.

Unit 4: Human Resource Intervention: HRM interventions, goal setting, performance appraisal, reward systems, career planning and development, managing workforce diversity, employees wiliness.

Module III: Interpersonal and Structural Interventions.

Unit 1: Personal, Interpersonal and Group Process Interventions: Process consultation, Third – Party Intervention, Sensitivity Training, Transactional Analysis, Career Planning Interventions.

Unit 2: Comprehensive Interventions: Confrontation Meeting, Survey Feedback, Four System Management, Grid, And Contingency Approach.

Unit 3: Structural Interventions: Job Design, MBO, MBE, Socio-technical Systems, Physical Setting, And Conditions for OD, Re-engineering.

Module IV: Issues in OD

Unit 1: OD facilitators Role, OD consultant, Consultant – Client relationship, Problems in OD Interventions, Resistance – Individual and Organizational, Research in OD, System Ramifications, Power, Role efficacy scale, working climate survey.

Unit 2: Diagnostic Survey - Job design and new Technology, Job diagnostic survey, Organizational diagnostic questionnaire, Creativity and Innovation: Job Enrichment Model of Hackmen and Oldham

Unit 3: Contemporary issues and applications- Organizational Development in global context, Organizational development in Service Sector, OD Practioners – role, competencies requirement, professional ethics and values and experiences, future trends in OD.

Module V: Organizational Change Management.

Unit 1: Organizational Change: planned organizational change, Change agents, Dynamics of resistance to change planned change.

Unit 2: Quality work life, Communication, Leadership styles, Training, Motivation and Participation.

BOOKS FOR REFERENCE

1. Wendell L French, Cecil H Bell, "Organization development- behavioural science interventions for organization improvement", 6th edition, Pearson education. India.
2. S.Ramanarayan, T.V.Rao, Kuldeep Singh, "Organization development and change", South Western College Publishing.
3. French, W. L. & Bell, C. H. :Organisation Development, Prentice Hall of India./Pearson Education
4. French, W. L. & Bell, C. H. : Organisation Development and Transformation, Tata McGraw Hill
5. Gummings, T.G. & Worley, C.G. : Organization Development and Change, Thomson
6. Pareek, Udai : Understanding Organisational Behaviour, OUP
7. Robbins, S. P. :Organisational Behaviour, Prentice Hall of India./Pearson

THIRD SEMESTER

301 MHM HC: COMPUTER APPLICATIONS

OBJECTIVE: To expose students to skill sets of various computer applications that is widely used in the field of Management especially in reference with HR management.

COURSE CONTENTS

Module 1: Introduction to Computer

Unit 1: History of Computers, Types of Computers, Components of Computer, and Generation of Computers.

Unit 2: Computer Hardware-Input, Output and Storage Devices.

Unit 3: Computer Memory-RAM, ROM, EPROM, etc., Computer Architecture.

Unit 4: Computer Software-System, Application software.

Unit 5: Generation of Programming Languages, Compilers and interpreters. Different programming languages and their Usage.

Unit 6: Modes of Processing-Batch, Time Real Time etc.

Module II: Computer Network and Internet Concepts

Unit 1: Computers Networks-Meaning Types.

Unit 2: Understanding the Internet. Basics of HTML, CSS, XML, HTML 5.0, HTTP, SMTP, VRML.

Unit 3: Emails, URL Protocols, and TCP/IP,

Unit 4: Telnet, Usenet, Gopher, Archie, Jughead, Veronica and WWW

Module III: Applications of Management Information Systems

Unit1: Introduction to ERP-Evolution of ERP, What is ERP, Reasons of growth, Advantage of ERP

Unit 2: Benefits of ERP-reduction of lead-time, onetime shipment, reduction in cycle time, better customer satisfaction.

Unit3: ERP Implementation Life Cycle, HR modules of ERP, Human Resource Information system and its functions.

Module IV: Application Programs for HRM

- Unit 1: MS EXCEL: Work Sheet and Excel Table Basics, work Book Management, Formula Basics, Formulae relevant to HR, V and H look up Functions, Filtering, Sorting, Conditional Formatting of Data, If, Multiple If and what if analysis. Pivot Table report, Pivot Chart Reports, Split lines. Excel Document Templates related to HRM profession Requirements.
- Unit 2: MS POWERPOINT: Creating a presentation, Format slides or presentations, working with graphics and charts, Animation effects, Add sounds or movies.
- Unit 3: Overview of 5th Generation Technology advancement & Implementation, AI, Machine Learning, Automation, Robotics, IOT, Big Data etc.
- Unit 4: Cyber-attacks- Cybercrimes, Techniques of Cybercrimes and Data protections and Security Systems

BOOKS FOR REFERENCE

1. Enterprise Resource planning-Sadagopan, Prentice Hall of India
2. Enterprise Resource Planning-Alexis Leon
3. Enterprise resource planning-Kumar Garg and N.K.Venkatakrishna, Prentice Hall of India
4. Computer Concepts-P.B.Kotur
5. Internet in Nutshell-Alexis Leon and Mathew Leon

302 MHM SC: INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

OBJECTIVE: To foster in-depth knowledge of regulations and policy framework governing Industrial relations and labor management.

COURSE CONTENTS

Module I: Conceptual Framework of Industrial Relations:

Unit 1: Background of Industrial Relations: definition, Meaning, importance, relations/employee relations, approaches to Industrial relations, Forms of Industrial relations, case references.

Unit 2: Evolution of Industrial relations: Industrial relations prior to British Raj, Case references.

Unit 3: State Policy on Industrial Relations: bi-parties, Tri-parties, Indian Labour conference, Two and its impact, economic reforms and Industrial Relations, case references.

Module II: Employees Associations and Trade Unionism in India:

Unit 1: Trade Union: Concept, Objectives and Functions , Theories of trade unionism, trade union movement in India, Trade union act 1926, problems in trade union, trade union structure, trade union federations, emerging trends in trade union, case references.

Unit 2: Industrial Conflict Management: definitions, Factors and Types of Industrial Conflict, Industrial disputes act 1947, Methods and Machinery for settlement of Industrial dispute in India, Case References.

Unit 3: Disciplinary Procedure and the Industrial employment(standing orders) Act 1946: Discipline and Indiscipline, misconduct, disciplinary procedure, disciplinary techniques, concepts of industrial employment(standing orders) act 1946, case references.

Unit 4: Collective Bargaining: Definition, Essentials and Functions of Collective Bargaining, Collective Bargaining process, Collective Bargaining in India- Case references.

Unit 5: Workers participation in Management: Definition, Motivation V/S Workers participation in Management, Joint Consultation and workers participation in Management, Emerging Issues in Workers Participation in India. Case References.

Module III: Labour legislation

Unit 1: Background of labour legislation: Introduction, Indian Constitution and Labor legislation, IWO and its influences on Labour Legislation in India. Case References.

Unit 2: Protective legislation: The factory act 1948; Case References.

Unit 3: Wage legislation: Minimum wages act 1948, Payment of wages act 1936, equal remuneration Act 1976, the payment of Bonus act 1965, Case References:

Module IV: Social Security legislature and International Law

Unit 1: Introduction to social security Legislations: Meaning, History, problems and prospects, Case references.

Unit 2: Employees state insurance act 1948, Employee Provident Fund and Miscellaneous Provisions Act 1952. Case References.

Unit 3: Workers Compensation act 1923, The Maternity Benefit act 1961, Payment of gratuity Act-1972, Case References.

Unit 4: Nature and foundations of International Law: International Labor forces, common law, civil law code law, Concept and definitions of international law. Public International Law and Private International law, Basis of International Law, Theory of Fundamental rights.

BOOKS FOR REFERENCE

1. Mamoria.Mamoria Gankar- Dynamics of Industrial Relations. Himalaya Publishing House-2000.
1. Monappa.A.-Industrial Relations. Tata Mc Graw Hill 1985.
2. Srivastava.S.C. Industrial Relations and Labour Laws.New Delhi Vikas Publishing House-1994.
3. Malik.P-Hand book of Industrial Law. Lucknow Eastern Law Co.,1995.
4. Tripathi, Personnel Management & Industrial Relations, Sultan Chand & Sons, New Delhi.

5. P.Subba Rao, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.
6. V.P.Michael, Human Resource Management & Industrial relations, Himalaya Publishing House, Mumbai.

303. MHM SC: INTERPERSONAL PROCESSES AND COUNSELLING

OBJECTIVE: To impart various approaches to interpersonal process and counseling, to implement at least three therapeutic techniques in each approach, and to impart knowledge on critiquing various approaches and develop skill to use them on diverse populations.

COURSE CONTENTS

Module I: Group and Group Influence

Unit 1: Groups: Meaning, Definition, Types of Group, Dynamics of Group Formation, structure and dynamics of work groups, Group Cohesiveness And effectiveness.

Unit 2: Interpersonal Communication-Interpersonal Communication process. Communication effectiveness Johari window, interpersonal awareness, Social facilitation, social loafing Interpersonal Trust, - Inter personal Conflicts, Group Decision Making, Group Synergy.

Unit 3: Interpersonal process. Understanding Human Behavior, self concept, perception, attention, distraction, attitude, occupational stress and coping, Impression Management.

Unit 4: Memory-Process and Types, Intelligence, Intelligence Quotient, Emotional Intelligence, Emotional Quotient.

Module II: Decision Making

Unit 1: Interpersonal Trust: Building trust, validating and measuring Interpersonal trust, managing interpersonal trust, managing interpersonal trust and Distrust.

Unit 2: Group decision making: Approaches to decision making, individual v/s Group decision makes, and group decision making techniques.

Unit 3: Team Building: Concept of Teams, Distinguishing team from Groups, Types of Teams Dysfunctions of groups and teams, Dynamic of Informal Groups, Creating Teams, Making Team successful obstacles to success, Training in team Skills developing successful team.

Unit 4: Major Concepts and emerging Trends-Power Politics, Authority, Integration and Control, Organization Climate, Culture-Cross Cultural contradiction, Organizational effectiveness.

Module III: Management of Conflict and Counseling:

Unit 1: Conflict: introduction, definition, types, conflict process and machinery for conflict Management.

Unit 2:Psychoanalytic psychotherapy: Introduction to Freud and his personality theory – Therapeutic process – Techniques – Application of techniques and procedures – therapy with diverse populations. Brief Psychotherapies: psychoanalytic therapy – Autonomous psychotherapy – Time Limited Dynamic Psychotherapy – Ego Psychology – Object Relations Psychology – Self Psychology. Adlerian Psychotherapy: Introduction to Adler and his personality theory – Therapeutic process – Techniques – Application of techniques and procedures – Adlerian therapy with diverse populations.

Unit 3: Person Centered Psychotherapy: Introduction to Carl Rogers and Rogerian theory of personality – Therapeutic process – Techniques – Application of techniques and procedures – Therapy with diverse populations. Existential therapy: Introduction to Existentialism – Logotherapy - Therapeutic process – Techniques – Application of techniques and procedures – Therapy with diverse populations. Gestalt Therapy – Introduction to Gestalt therapy - Therapeutic process – Techniques – Application of techniques and procedures – Therapy with diverse populations.

Unit 4: Behavior Therapy: Introduction to behavioral theories –Behavioral therapeutic process – Techniques – Application of behavioral techniques and procedures – Therapy with diverse populations. Lazarus Multimodal Approach to Psychotherapy: Introduction to Multimodal Psychotherapy theory – Therapeutic process – Application of techniques and procedures- Therapy with

diverse populations. Cognitive Behavior Modification: Donald Meichenbaum's approach to therapy

Unit 5: Cognitive Therapy: Introduction to Albert Ellis Rational Emotive Behavioral (REBT) theory – Therapeutic process – Techniques – Application of techniques and procedures – REBT with diverse populations. Aaron Beck's Cognitive Therapy: Introduction to Aaron Beck's cognitive theory (CT) – therapeutic process – Techniques – Application of techniques and procedures CT with diverse populations. Integrative Approach to Psychotherapy: Integration vs. Eclecticism –An introduction to therapy, techniques and applications.

BOOKS FOR REFERENCE

1. Corey, G. (2008). Theory and Practice of Counseling and Psychotherapy (8th ed.) Canada: Brookes/Cole.
1. Corey, G. (2008). Student manual for Theory and Practice of Counseling and Psychotherapy (8th ed.). CA: Brooks/Cole.
2. Burl E. Gilland & Richard K. James (1998). Theories and Strategies in Counseling and Psychotherapy. Singapore: Allyn and Bacon

304 MHM SC: COMPENSATION MANAGEMENT

OBJECTIVE: The course is designed to promote understanding of issues related to the compensation or rewarding human resources in the corporate sector, public services and other forms of organization and to impart skills in designing, analyzing and restructuring reward management systems policies and strategies.

COURSE CONTENTS

Module-I: Reward Management

Unit 1: Introduction to Reward Management

Unit 2: Total Reward and Engaged Performance

Unit 3: Reward Process and Policies

Unit 4: Motivation and Components of Reward

Unit 5: Strategic Reward

Unit 6: Theoretical understanding of Economic Theory related to Reward Management

Unit 7: Theories of Wages

Module- II: Foundations of Reward Management

Unit 1: Psychological Contract

Unit 2: Levels of Pay

Unit 3: Reward Philosophy

Unit 4: Reward Management Procedures

Unit 5: Evaluating Reward Process

Unit 6: Development of Reward process

Module- III: Assessing Job Size and Relativities

Unit 1: Job and Role Analysis

Unit 2: Job Evaluation: Process, Scheme Design and operation

Unit 3: Equal Pay for Work of Equal Value

Unit 4: Market Rate Survey's and Reward Research

Unit 5: Graded pay- Broad Banding-Job Family Modeling

Unit 6: The Basis for Performance Management

Unit 7: Performance Management in Practice

Module-IV: Contingent Pay

Unit 1: Performance Oriented Pay

Unit 2: Competence Pay

Unit 3: Executive Annual Incentive Schemes

Unit 4: Employee and Executive Share Scheme

Unit 5: Shop Floor Incentives and Bonus Schemes

Unit 6: Team Rewards

Unit 7: Gain Sharing- Sharing in Corporate Success, Profit Sharing

Unit 8: Other Cash Payments and Allowances

Module-V: Special Aspects of Reward Management

Unit 1: Employee Benefits, Flexible Benefits, Pensions and Tax Considerations

Unit 2: Boardroom Pay

Unit 3: International Remuneration

Unit 4: Mergers and Acquisitions

Unit 5: Reward Policies for New, Star-up and High-growth Organization

Unit 6: Trends in Reward Management

BOOKS FOR REFERENCE

1. Prof.R Hiremani Naik, Industril Relations and Labour Legislation in India, University Book House, Jaipur.
2. Armstrong, Michel and Merles, Helen “Reward Management – Hand Book Salary Remuneration.
1. Bergen, Lenard. R “Wage and Salary Administration”.
2. Capeman, George “Employees Share Ownership”.
3. Hart Robert. A. “Economics of Non wage Labor Costs”.
4. Micron, Rock “Hand Book of wage and Salary administration”.

305MHMSC : HUMAN RESOURCE ACCOUNTING AND AUDITING

OBJECTIVE: To provide an exposure into the knowledge of HR audits and Accounting concepts and thereby imparting the skills of keeping accountability responsibility and management control over HR.

COURSE CONTENTS

Module: I Human Resource Accounting

Unit 1: Basics Concepts: Introduction and Definition of Human Resource Accounting, Human resource accounting concepts, Methods, Advantages, Benefits and importance.

Unit 2: Approaches to Human Resource Accounting: Approaches to Human Resource Accounting and Simple Problems

Unit 3: Human Resource Accounting System: Introduction, Importance and features, Developing Human Resource Accounting Systems, Implementation of Human Resource Accounting System, Integration of Human Resource Accounting With other Accounting System- Recent Advancements and Future Trends in Human Resource Accounting..

Module: II Human Resource Auditing

Unit 1: Human Resource Audit: Role of Human Resource Audit in Business Environment, HR Audit objectives- Concepts-Components-Need- Benefits- Importance- Methodology-Instruments-HRD Score Card

Unit 2: Human Resource Audit Report: HRD Audit Report- Concepts- Purpose-Role of HR managers and Auditors-Report Design, Preparation of Report- Use of human Resource Audit Report for Business Improvement- Case Studies

Unit 3: Contemporary Issues and future trends in Human Resource Accounting

BOOKS FOR REFERENCE

1. Human Resource Accounting: Managerial Implications by Raj Kumar Gupta, Anmol Publications Limited.
2. Human Resource Accounting: Advances in Concepts, Methods, and Applications by Eric Flamholz
3. Human Resource Accounting: By Katie R. Schneider
4. Human Resource Accounting by DevisettiPrabhakaraRao

FOURTH SEMESTER

401 MHM SC PERSONNEL ASSESSMENT AND TAXATION

OBJECTIVES: To enable HR professionals with a detailed exposure on concepts, methods and calculations related to Personnel Assessment, Taxation and tax planning for an Individual

COURSE CONTENTS

MODULE-1- Basic Concepts

Unit 1: Introduction and Basic Concepts: Introduction to Income Tax; Concepts under Income Tax; Basis of Charges; Person, Assessment Year, Previous Year, Indian Income, Foreign Income, Assessee, Deemed Assessee, Assessee in Default

Unit 2: Exempted Income: Income Exempted from Tax for Individual.

Unit 3: Residential Status and Tax Liability: Meaning of Residential Status of an Individual, Relationship between Residential Status and Tax Liability Simple Problems

MODULE-II – Income under Different Heads

Unit 1: Income Under different Heads: Income From Salary, Income From Salary (Retirement), Income from House Property, Income From Business or Profession, Income From Capital Gains, Income From Other Sources Simple Problems

Unit 2: Set-off and Carry forward of losses: Rules Governing Set-off and Carry forward off losses for an Individual, simple Problems

Unit 3: Deemed Income and Clubbing of Income: Deemed income and Clubbing of Income of Individuals and Calculation of Total Income. Simple Problems

MODULE-III- Deductions u/s 80C to 80U

Unit 1: Deductions: Deductions available for an Individual from sections 80C to 80U

MODULE-IV- Tax Liability and Tax Planning

Unit 1: Computation of Tax liability of and Individual, Simple Problems

Unit 2: Tax Planning for Individuals

MODULE-V- Penalties and Prosecution, Income Tax Authorities

Unit 1 :Penalties and Prosecution: Advance Payment of Tax, Tax Deduction at Source; Refund Claim; Appeals Revisions Settlement of Cases-Its Procedures, Power and Functions of Settlement Commission; Assessment Procedure for the Company, When Payable; e-filing, Penalties for Late Payment and Non Payment of Tax

Unit 2: Income Tax Authorities: Inspectors, Income Tax Officer, Commissioner of Income Tax, Director General.

Unit 3: Contemporary issues in Income Tax

BOOKS FOR REFERENCE

1. Vinod K Singhania and KapilSinghania, Direct Tax planning and Management, Taxman Publication.
2. Vinod,K.Singhania, Direct Taxes-Law & Practices, Taxman Publication
3. Mehrotra, H.C, Income Tax Law and Accounts including Tax Planning, SahityaBhawan Publications
4. Mehrotra, H.C, and S.P Goyal Income Tax Law and Accounts including Tax Planning, SahityaBhawan Publications
5. Narang& Gaur, Income Tax, Himalaya Publication House.
6. Prasad, B, Direct Taxes-Law & Practices,

402 MHM SC: HRM IN MANUFACTURING AND SERVICES INDUSTRY

OBJECTIVE: The purpose of this paper is to provide an exposure of manufacturing and services industry, their importance and the diverse and unique HR management strategies followed by these industries.

COURSE CONTENTS

Module I: Introduction to Manufacturing Industry

Unit 1: Nature, types and classification of Manufacturing Industry, Classification of Industrial Buyers, Evolution of HRM as a distinction in Manufacturing Industry, Changing Role of HRM.

Unit 2: Manufacturing Industry statistics in India, employment generated, factors influencing employment and wage, Types of Employment generated and the implications on HRM, Advantages and disadvantages of Full time, Part time and Contractual employees in Manufacturing sector.

Unit 3: Emerging Issues: Capacity addition Vs Capacity utilization, Manual VS automated Manufacturing, Major conflict areas between employee and employer in recent period and the related cases.

Module II: HRM applied in selected Manufacturing industries

Unit 1: Commonly used hierarchical structures, recruitment sources, compensation policies, succession planning, Top management functions in manufacturing sector

Unit 2: HRM practices in steel Industry, HRM in Textile, chemicals and pharmaceuticals, Automobile sector, Cement Manufacturing, construction, food processing industry. Case references.

Module III: Introduction to Services Industry

Unit 1: Services: Meaning and Definition, Importance. Characteristics, Services and Goods, Growth of service sector. Factors driving growth, seven Ps of services and the concept of people as extended P. Industry classification.

Unit 2: Global and Indian scenario of services, contribution to GDP, Employment generated, Major Service sectors, leading sectors and their contribution to GDP.

Unit 3: Emerging issues in HR: Cross cultural contradictions, extended work hours. Lack of trade unions and collective bargaining, discrimination based on gender, race, ethnic and geographical backgrounds, work-life balance issues, work shifts. Job placements, Understatement of qualification, leading issues in present context.

Module IV: HRM applied in selected Service industries

Unit 1: Commonly used hierarchical structures, recruitment sources, compensation policies, succession planning, Top management functions in service sector

Unit 1: HRM practices in IT/ITES Industry, HRM in BPO/KPO, Organized Retail, Food Chains, Hospitals and Hospitality, Transportation, Logistics and Public services industry. Case references.

BOOKS FOR REFERENCE

1. HRM practices in Large and small manufacturing Firms: by Satish P Deshapandey
2. The oxford handbook of Human Resource Management by Wright Patrick

403 MHM SC: TRAINING AND EMPLOYEE DEVELOPMENT

OBJECTIVE: The purpose of this paper is to provide an in-depth understanding of the role of Training in HRD and to enable the course participation to manage the training systems and processes.

COURSE CONTENTS

Module I: Fundamentals of Training and Development.

- Unit 1: Meaning and definitions of training and development , Performance discrepancy, Training Process, Steps in Training.
- Unit 2: Learning principles - Learning curve ,Principle of Learning, Theoris of Learning, Resistance to Training, identifying training needs - types of training. Organization for training - objectives - structure and functions of Training department - execution of training programs, evaluation of Training programs, Kirkpatrick's level of criteria.
- Unit 3: Techniques of on-the-job training - coaching apprenticeship - job rotation - job instruction training - training by supervisors - techniques of off-the job Training lectures, conference, group discussions, case studies, role Planning programmed instructions, t-group training – simulations Relative, effectiveness of training techniques., Identification of Job Competencies,
- Unit 4: Technology in Training-CBT, Multimedia, E-learning/Online learning, Distance learning. And Training Climate and Pedagogy; Training trends Worldwide

Module II: Human Resource Development and Career Development.

- Unit 1: Human resource development concept – HRD at micro and macro levels -Sub - systems of HRD - role of HRD function .
- Unit 2: Concept of career – career Stages - career planning and development - need - steps in career Planning - methods of career planning and development - managerial and Organizational roles, in career development .

Unit 3: Career development Actions and programs - career problems and solutions - guidelines for Career management.

Module III: Management Development and Emerging Issues in Training and Development

Unit 1: Concept of management development - need and importance of Management development - management development process -Components of MD programmes - requirements for the success of MD Programs.

Unit 2 : Leader centered techniques of management development : lectures, Coaching - student centered techniques: discussions - case studies - Conferences - workshops - syndicate -brain storming - role playing - Psycho drama - simulation - in basket games - sensitivity training - self - Learning - techniques - planned reading - correspondence course - Programmed instructions - audio visual lessons - manuals and hand outs.

Unit 3: Training courses and apprenticeship programmes - need for training in India - government policy on training - training institutes in India - Management development programmes in public sector and private Sector organization - management development institutes.

Unit 4: Future of Training and Development, Increased emphasis on capturing and sharing intellectual capital, Increased use of true performance support, Increased use of Training Partnership Out sourcing, T&D from change model perspective, Methods to determine necessity of Change, Key issues in implementing change.

BOOKS FOR REFERENCE

1. Buckley R & Cable Jim. The Theory & Practice of Training. Kogan & Page
2. Lyton.R.Pareek U Training for Organisational transformation Part I & Part II Sage Publication.
3. Irwin L.Goldstein, J.Kevin Ford, Training in Organisations Wadsworth, Thomson Learning.
4. Joseph Prokopenko, Management Development-A Guide for the Profession, ILO Publication

MHM HC 404-INTERNATIONAL HUMAN RESOURCE MANAGEMENT

OBJECTIVE: The objective of the course is to understand the trends in International Human Resource Management and its implications to managing human resource in the globalised economy.

COURSE CONTENTS

Module 1: International Human Resource Management: An introduction

Unit 1: Fundamentals of IHRM, Approaches of IHRM, Difference between Domestic and International HRM, Managing International HR Activities- Planning, Recruitment, Selection, Training and Development.

Unit 2: Strategic International Human Resource Management

Unit 3: Internationalization of HRM, Socio-cultural Context, Organizational dynamics and IHRM, Culture and IHRM, HR and International expansion strategies, Challenges of IHRM.

Unit 4: Repatriation Process, Problems, Job Related Factors, Social Factors, Designing Repatriation Programme, NCs and HR Policies.

Unit 5: International Labour Market, International Migration and its impact on Recruitment, International Talent Management.

Module II: Human Resource Functions in International Context.

Unit 1: Approaches to Multinational Staffing Decision, Ethnocentric, Polycentric, Geocentric, Regiocentric. Selection, Factors in Expatriate Selection- Technical ability, Cross-cultural Suitability, Family requirements, MNE Requirements.

Unit 2: Context Backdrop of International training, Currents scenario in International training and Development, Types of Expatriate Training, Types of Cross cultural training, Repatriate Training, Developing International Staff and Multinational teams, Knowledge transfer in Multinational.

Unit 3: International Compensation and International Employment laws, Key components of International compensation.

Unit 4: International Labour Relation, Key issues, Response of Labour to MNCs- Social dumping. HRM International Joint Venture

Module III: Contemporary Issues in IHRM

Unit 1: Global Work life Management.

Unit 2: HRM Practices in Different countries- Japan, China, USA, UK,, Turkey, Middle east and India.

Unit 3: Social Responsibility and Sustainability in HRM at International Context.

BOOKS FOR REFERENCE

1. International Human Resource Management- Peter J Dowling, E wetch, Randall S Schuler-Thompson South Western Excel Books-Third edition-2005.
2. International Human Resource management-Monir H Tayeb-Oxford university Press-2005.
3. International Human Resource Management- Hugh Scullio, Margarel Linehan-Palgrave McMillan-2005
4. The Global Challenge: Frame works for International HRM- Evans-Mcgraw Hill-2005.
5. Hillary Harris, Christ, Brewster and Paul Spanmon-International HRm, VMP Publishers.
6. Terence Jackson-International HRM, Sage Publication.
7. Anne Wil Harzing and Joris Van, Ruysee Veldi, International HRM, Sage Publications.
8. International Human Resource Management by Peter J Dowling, Marion, Festing and Allen Engle.
9. International Human Resource Management by Randall S Schular, Dennis R Briscoe and Liss beth Claus.