



JHARKHAND UNIVERSITY OF TECHNOLOGY

Ranchi

**MBA SYLLABUS
FUNCTIONAL SPECIALIZATIONS**

**HUMAN RESOURCE [HR]
[ELECTIVE – III]**

SUBJECT: COMPENSATION AND BENEFITS MANAGEMENT [CBM]

SUBJECT CODE: MBA_HR_01 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course Objective:

The course is designed to promote understanding of issues related to compensation management in corporate sector and public services and to impart skill in designing compensation management system, policies and strategies, apart from promoting understanding of legal issues in the administration of compensation, welfare and social security. The course aims to teach the various dimensions of Compensation and benefits management and to familiarise the role of various bodies involved in it.

Learning Outcomes:

1. To understand the underlying concepts needed to create an effective total compensation and benefits program.
2. To gain practical, comprehensive knowledge of the complexities of reward systems.
3. To obtain in-depth appreciation of the key ingredients necessary to ensure successful implementation of compensation and benefits in any organizational setting.

Unit-I (12 Hours)

Introduction to Compensation and Benefits Management: Definition of Compensation, Basic concepts of Compensation (wages, salary, benefits, DA, consolidated pay, Equity based programs, commission, reward, remuneration, bonus etc.), Types of Compensation Management - The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options

Unit-II (12 Hours)

Job Evaluation, Grading and Compensation Structure:

Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job Related Compensation, Competency based Compensation (Broad pay bands and 360 degree feedback).

Unit-III (9 Hours)

Wages and Salary Administration at Macro (National) Level:

Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration

Unit-IV (12 Hours)

Incentive Schemes: Pay for Performance:

Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of effective incentiveschemes, Merits and Demerits of Incentives, Pay for Performance Plans

Performance Based Compensation System:

Pay For Performance (PFP): Rewarding Desired Behaviors, Designing PFP Plans, MeritPay/Variable Pay, Individual vs. Group Incentives, Long Term Incentives, Compensation of Special Groups, Compensation Strategies for Special Groups.

Unit-V (15Hours)

Benefits and Services:

Concept and Nature of Benefits, Classification of Employee Benefits, Employee BenefitPrograms, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package

Determining External Competitiveness and Benefits Management:

Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Interpreting Survey Results, Pay Policy Line, Pay Grades Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & VRS.

TEXT BOOKS:

1. Tapomoy Deb, “Compensation Management”, 2009, Excel Books, New Delhi.
2. Dr. KanchanBhatia, “Compensation Management”, 2011, Himalaya Publishing House.
3. Goel Dewakar, Performance Appraisal and Compensation Management, PHI Learning, New Delhi.
4. Martocchio J. Joseph , Employee Benefits: A Primer for Human Professionals, TMH

REFERENCE BOOKS:

1. Richard I. Derson. I. Richard, Compensation Management, Pearson Education,
2. Henderson I. Richard, Compensation Management in a knowledge-based world, Prentice Hall India, New Delhi.
3. Thrope Richard &Homen Gill, Strategic Reward Systems, Prentice Hall India, New Delhi.
4. Milkovich &New Man, “Compensation”, 2005, Tata McGraw–Hill, New Delhi.

SUBJECT: E-HRM

SUBJECT CODE: MBA_HR_02 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-0, Practical-1.	End Term Examination Marks: 60

Course Objectives:

This course provides to students a thorough introduction to the field of electronic human resource management (e-HRM), a combination of two major management fields that impact the competitive advantage of companies—human resources and technology.

Learning Outcomes:

1. To enable students to gain knowledge about the use and development of digital technologies in human resources management
2. To explain the effects of digital technologies on human resources management (HRM)
3. To design digital innovations for HRM.

UNIT-1 (12 Hours)

Basics of Human Resource and Information Technology

Introduction -Link between HR and IT; Impact of IT on HR Shift from conventional HR to web based HRM; Ethical approach in use of IT for HR functions Data & Information needs for HR Manager; Sources of Data - Role of IT in HRM; IT for HR Managers, EHRM - Objectives - Advantages & Disadvantages.

UNIT 2 (12 Hours)

HR Applications

Application Software for HR practices- HR Planning activities , Staffing Application , Performance Management application software; Training and Development ; Compensation and benefits application; Payroll application software ,Job Evaluation software; Impact of IT on Labour relations

UNIT -3 (12 Hours)

HRIS

Concept of HRIS , Evolution of HRM and HRIS , Need for HRIS ,Advantages for HRIS ; Designing of HRIS , Limitations of HRIS , 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]

UNIT 4 (15 Hours)

E Recruitment

Concept of E- selection Recruitment; Advantages and limitations of E-Recruitment ; E-Recruitment system in India

E - Employee profile

Virtual learning and orientation ;E-training and development ;E- performance management and compensation design; Designing HR portals; Issues in employee privacy; Employee surveys online.

UNIT 5 (9 Hours)

Current Trends in eHRM

Impact of IT Act 2000 (Amendment -IT Act 2008) on HR Practices;Telecommuting – HRM in Virtual Organizations;E - Learning Strategies

TEXT BOOKS:

1. E-Human Resource Management: Managing Knowledge People by Torres Coronas; IGI Publishing
2. Human Resource Management by S.S.Khanka, S.Chand Publication

REFERENCE BOOKS:

1. e-HRM -Digital Approaches, Directions & Applications, Mohan Thite; Routledge
2. Management Information System – By T. Lucey
3. Electronic commerce – A managerial Perspective by E fraim Turban, David king, Jea Lee & et al.

SUBJECT:EMPLOYEE RELATIONS [ER]

SUBJECT CODE: MBA_HR_03 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course objectives:

The objective of the course is to help the students recognise the growing interest in the use of employee relations to improve quality of work life. The course will help the students understand the importance and process of developing and maintaining harmonious relationships between the management and all levels of employees.

Learning outcomes:

1. To enable the students to align organisational and employee objectives for improved organisational effectiveness.
2. To identify the rules, regulations, policies, and guidelines applied in performing employee relations program functions
3. To help the students recognise the growing interest in the use of employee relations to improve quality of work life

Unit I: (12 Hours)

Employee Relations

Employee Relations: Concept, Factors and Scope; Employee Relations: Evolution and contemporary scenario; Employee involvement: concept, types and practices.; Trade Union Movement with special focus on India

Labour Policy in Five Year Plans, Bipartism, Tripartism; Role of government and State; Role of management; Role of Trade Unions.

Unit II: (12 Hours)

Statutory Employee Relations

Trade Unions Act, 1926; Industrial Disputes Act, 1947; Causes of disputes, Authorities under the Act, Procedure and Power of Authorities, Award and Settlement of industrial dispute. Industrial Employment (Standing Orders) Act, 1948; Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline, Domestic Enquiry, Grievance Handling in IR: Grievance Settlement Procedure, MRTU PULP Act, 1971

Employee Participation and Empowerment: Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation, Employee Empowerment. Case Studies

UNIT III (12 Hours)

Employee Relations Management (ERM): Overview, Tools, Core Issues ,ERM in multi union situations in Core Sector, ERM in Service & IT Sector , Strategic ERM Strategy and Employment Policies, Future Challenges, Performance Management Services, Involvement and Commitment as Competitive Advantages, The Psychological Contract: Interest and Expectations, HR Infrastructure, Employee Surveys

UNIT IV (12 Hours)

Management of Employee Relations: Practices in Industry, Power & Authority Structure, Organizational Politics, Conflict Handling, Consultation, Counselling, Mentoring, Building Positive Employee Relations and Work Culture

Unit V: (12 Hours)

Recent Trends in Employee Relations

Employee relations: Approaches and theories; New economic policy and employee relations; Changing role of employee and employer relations; Contribution of ILO for improvement in management-employee relations

TEXT BOOKS

1. Bhangoo, Singh Kesar, (1995), Dynamics of Industrial Relations, Deep & Deep Publications, New Delhi.
2. Davar, R.S. (1991). Personnel Management and Industrial Relations. New Delhi, India: Vikas Publishing House Pvt. Ltd.
3. Mamoria, C.B., Satish Mamoria, and S.V Gankar., (1997), Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi

REFERENCE BOOKS

1. Agnihotri, Vidyadhar. (1970). Industrial Relations in India. New Delhi, India: Atma Ram and Sons.
2. Bhangoo, Singh Kesar. (1995). Dynamics of Industrial Relations. New Delhi, India: Deep & Deep Publications.
3. Bhargava, P.P. (1995). Trade Union Dynamism, Jaipur, India: Printwell.
4. Nagaraju, D.S. (1981). Industrial Relation System in India. Allahabad, India: Chugh Publications.
5. Khan N U, 2008, Industrial Relations in India: A Historical Perspective, New Delhi Sanjay Prakashan

SUBJECT:INDUSTRIAL PSYCHOLOGY (IP)

SUBJECT CODE: MBA_HR_04 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course objectives:

This course is designed to meet the demands of employment skills as required by organizations/Industries in order to acquaint students with the applications of psychometric tools and inventories in organizations, behavioural and organizational interventions; develop the skills to analyse behavioural issues in organizations.

Learning outcomes:

1. To articulate key ideas concerning industrial psychology including processes regarding staffing, job analysis, training and development.
2. To discuss key ideas concerning attitudinal and behavioural manifestations of the work setting, including consideration of issues such as stress, diversity, emotional intelligence, and teamwork.
3. To identify the methods to enhance the attitudes of employees to their jobs and organizations.

Unit:-I (12 hours)

Fundamentals of Industrial Psychology: Meaning and Concepts of Industrial Psychology, Nature and Scope, Importance of Industrial Psychology, Basics of Supervising skills: Communication skills, Technical skills, self-awareness skills, team-building skills, interpersonal skills, leadership skills, Perception, decision-making and problem-solving skill, creativity, power and politics, conflict, stress management, motivation, and goal setting.

Unit: -II (12 hours)

Psychology for Productivity: Application of psychological theory, knowledge, and methods to human behaviour in industry and Organizations. Research methodology in Productivity, job analysis; selection and training; principles of motivation and morale; performance evaluation; methods to enhance productivity, and strategies to increase employee satisfaction and well-being in the workplace. Job analysis, Role efficacy, role stress, coping styles, HRD climate, TOBI, SPRIO, MAOB, Emotional intelligence, ENNEAGRAM, conflict management styles, OCTAPACE, leadership, trust, life and goal planning

Unit: -III (12 hours)

Employee Attitude and Social Behaviour: Concepts of employee selection, evaluating employee performance. Training Systems attitude, nature, types, employee's group's attitudes, beliefs, emotions, symbols, and actions, systems of influence- created, maintained and altered by the individual, group, situational or cultural means, Factors influencing attitude-beliefs, decisions, and actions.

Unit: -IV (12 hours)

Organizational Structure and Change: Concepts of organizational culture, nature, and importance, functions of organizational culture, Organizational Socialization, Assessing Cultural Values and Fit, Cross-Cultural issues, Forces for change in Organization, Resistance to change, Lewin's Change Model, Key organizational design process, Structural differentiations, Forces reshaping organizations

Unit: -V (12 hours)

Personality and Organization: Meaning, Application of Personality theory in the organization, traits, Common personality measurement tools; Complexity, challenges and choices in the future, Emerging trends of industries, issues and challenges.

TEXT BOOKS:

1. Industrial Psychology, Dhameja; S K Kataria and Sons (2013)
2. S.S. Khanka, Industrial Psychology; Himalaya Publishing house (2002)
3. H.L. Khaila, Industrial Psychology; AITBS Publishers

REFERENCE BOOKS:

1. Nelson, Quick, and Khandelwal, ORGB: An innovative approach to learning and teaching Organizational Behaviour. A South Asian Perspective, Cengage Learning, 2012
2. Luthans, Fred, Organizational Behaviour, McGraw Hill 2008
3. Udai Pareek, Understanding Organizational Behaviour, Oxford University Press
4. Robbins, Stephen, Organizational Behaviour, Prentice-Hall, India.
5. S.S. Khanka, Organizational Behaviour, (2nd. Edition.). New Delhi (2012)

SUBJECT:International HRM [IHRM]

SUBJECT CODE: MBA_HR_05 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course objectives:

The course aims to familiarize the students with HR management in Global perspective and understand the complexity of workforce diversity in international context. The objective of the course is to make the students aware of the international labour relations.

Learning Outcomes:

1. To describe the role of the HR Manager and human resource activities in an international context.
2. To list and explain the differences between domestic and international HRM.
4. To explain the importance of cultural sensitivity in an international assignment.
5. To critically appraise the impact of cultural and contextual factors in shaping human resource practices in MNCs.

Unit 1: (12 Hours)

International Human Resource Management-Overview, Developments leading to International HRM Perspectives, International Human Resource Management: Role and Distinguishing Activities, Organisational Structure and HRM, International Human Resource Planning.

Unit 2: (12 Hours)

Global Staffing Practices: Staffing Practices in International Human Resource Management, Recruitment and Selection for Overseas Assignments, International Transfers and Repatriation Strategies, Training and Development in International Context, International Performance Management, Global Compensation Practices.

Unit 3: (12 Hours)

IHRM: Industrial Relations and International Practices in Industrial Relations, Shifts in IHRM and IR, International Strategic Human Resource Management, International Labour Standards, Global Unions, Regional Integration and Framework Agreements.

Unit 4 (12 Hours)

Managing cultural diversity: Equal Opportunity and Diversity Management in Global Context. Sensitivity to Cultural Diversity, Global Organisation Structures, Emerging Trends in Employee Relations and Employee Involvement, Convergence or divergence in personnel management in developed and developing economies

Unit-5 (12 Hours)

International Compensation and International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation.

Emerging Trends in International HRM, HR/IR issues in MNCs

TEXT BOOKS:

1. International Human Resource Management, Srinivas R. Kandula; SAGE Publications Pvt. Ltd.
2. Anne – WilHarzing, Ashly H Pinnington- International Human Resource Management (Sage Publication)
3. P L Rao – International Human Resource Management; Excel Books
4. K Ashwathappa&Sadhna Dash – International Human Resource Management (McGraw Hill Education)

REFERENCE BOOKS

1. Peter J Dowling, Marion Fosting, Allen D Engle Sr- International Human Resource Management (Cengage learning)
2. P SubbaRao – International Human Resource Management (Himalaya Publishing)

SUBJECT: LABOUR LAWS [LL]
SUBJECT CODE: MBA_HR_06 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks: 40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-0, Practical-1.	End Term Examination Marks: 60

Course Objectives:

This course is designed to familiarize the students with labour legislations. Its objective is to give students ability for in-depth analysis of the implementation of labour laws.

Learning Outcomes:

1. To enable the learner to understand the various industrial laws.
2. It highlights the various rights available to the workmen employed in industries and the remedies for its misuse by the employer.
3. To understand the various labour legislations in India.

UNIT I (12 Hours)

Basics of Labour Laws:

Definition, importance, Evolution, Legal Provision relating to Wages, Working Conditions - Labour Welfare; Industrial Relations; Social Security

UNIT II (12 Hours)

Labour Laws Policies:

Definition, Scope, Important provisions and Case laws related to The Factories Act, 1948- The Trade Unions Act, 1926 -The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948- The Industrial Disputes Act, 1947- The Workmen's Compensation Act, 1923 The Industrial Disputes Act, 1947

UNIT III (12 Hours)

Regulative Legislations

Industrial Disputes Act 1947- Objective & Scope, Definitions & Provisions related to Lay-off, strike & Lock out, Retrenchment & closures, Settlement of Disputes. Trade Union Act, 1926- Objective & Scope, Definitions & Registration of Trade Unions, Rights & Duties of Trade Union. Industrial Employment (Standing Orders) Act, 1946- Objective & Scope,

Definition & Certification of Standing Order. The Apprentices Act, 1961-The Equal Remuneration Act, 1976- The Maternity Benefit Act, 1961

Unit-IV (12 Hours)

Protective Legislations

Factories Act, 1948- Objective & Scope, Definitions of Factory, Worker & Manufacturing Process, Provisions related to Health, Welfare & Safety.

Wage Legislations

Payment of Wages Act, 1936- Objective & Scope, Minimum Wages Act, 1948- Objective & Scope, Payment of Bonus Act, 1965- Objective & Scope.

Unit-V (12 Hours)

Social Security Legislations

Employee's Compensation Act, 1923- Objective & Scope, Employees Provident Fund & Miscellaneous Provisions Act, 1952- Objective & Scope, Schemes under Act. Payment of Gratuity Act, 1972- Objective & Scope.

TEXT BOOKS:

1. Padhi P.K., Industrial Laws, PHI, 2008
2. P.L. Malik : Industrial Law; Eastern Book Company
3. N.D. Kapoor : Handbook of Industrial Law; Sultan Chand & Sons
4. H.L. Kumar : Labour Laws; Universal Laws Publishing Co. Pvt. Ltd.

REFERENCE BOOKS:

1. Kapoor N. D, Elements of Mercantile Law, Sultan Chand, 2008.
2. Tax Mann, Labour Laws, 2008.
3. Sinha D. R. N., InduBalasinha&Semma Priyadarshini Shekar, Industrial Relation, Trade unions and Labour Legislation, 2004
4. Labour Laws one should know, Garg, Ajay, Navi Publication
5. Industrial Relations, C.S.Venkata Ratnam, Oxford Higher Education
6. Sivarethnamohan R. (2010), Industrial Relations and Labour Welfare, PHI Learning (P) Ltd.
7. Bare Act for each prescribed Acts, Universal Law Publishing & Commercial Law Publishers.

**SUBJECT: MANPOWER PLANNING, RECRUITMENT AND
SELECTION [MPRS]
SUBJECT CODE: MBA_HR_07 (OEC)**

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks: 40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-0, Practical-1.	End Term Examination Marks: 60

Course Objectives:

The course aims to develop the analytical abilities for understanding the implications of change in the manpower situation of a company and of the availability of HR within the organisation and outside so as to advise and assist the authorities concerned in their manpower planning and development activities.

Learning Outcomes:

1. To apply the conceptual knowledge of Human Resource Planning in managing the work force
2. To analyse the various models involved in manpower planning, barriers and competency models.
3. To analyse the recruitment process, recruitment outsourcing, E-recruitment, techniques of selection and training
4. To implement, evaluate and control the process of talent engagement and gain an overall knowledge in the field of HR to plan, recruit and select the human resource.

UNIT I: (12 Hours)

Introduction to MPRS:

Manpower Planning: Concept, Benefits, Types of manpower planning, Macro Level Scenario of manpower planning, Factors affecting manpower planning, Process of manpower planning, barriers, requisites for successful manpower planning.

Methods and Techniques: Demand Forecasting: Managerial judgement, Ratio Trend Analysis, Work Study Techniques, Delphi Technique, Regression Analysis, New Venture analysis, Markov Analysis, Supply Forecasting: Analysis of existing Manpower, Analysis of internal supply; inflows and outflows, turnover rate, productivity level, movement among jobs, Analysis of external supply, Balancing Supply & Demand, Issues of Shortage and Surplus.

UNIT II (12 Hours)

Manpower Planning: Tools, Methods and Techniques; Job Analysis, Job Description, Job Specification; Skills Analysis/Skill Inventory; Performance Appraisal

Manpower Plan Implementation Strategies: Recruitment, Redeployment, Downsizing Plan, Retention Plan, Training Plan, Career Plan, Succession Plan, Compensation Plan

UNIT III (12 Hours)

Strategic Manpower Planning: Concepts, objectives, SMP Process, Tools, Evaluation, Balanced Score Card, HR Dash Boards, HR score card

UNIT IV (12 Hours)

Manpower Inventory Management: Manpower Inventory; Quantitative Aspects; Qualitative Aspects; Methodology of Computerised Manpower Planning Information System; Use and Applicability of Statistical and Mathematical Models in Manpower Planning, Cohort Analysis, Census Analysis, Markov Models

UNIT V (12 Hours)

Recruitment and Selection: Concepts, Factors influencing recruitment, reservation rules, resettlement and rehabilitation rules, policy and programmes in Public Sector, Private Sector, MNCs, Government Establishments, Educational Institutions, Health Care & Hospitals, Process of Recruitment, Sources of Recruitment, alternatives to recruitment, The New Techniques: Web, social media, Mobile, Recruitment Issues in Core sector, Service sector and IT sector.

Selection: Meaning, use of selection for competitive advantage, Selection Process Tests, types of tests, Group Discussions, Interviews, types of interviews, Common Interview Problems, Assessment Centres, Gamification, Physical fitness tests, Hiring Decisions, Barriers to effective selection, Evaluation of selection process, making selection effective, Outsourcing-gains, problems, issues.

TEXT BOOKS:

1. Dessler Human Resource Management, Pearson Education Limited.
2. Bisvajeet Pattanayak, Human Resource Management, Prentice - Hall India
3. Saiyadain, M.S: Human Resource Management : Tata McGraw Hill

REFERENCE BOOKS:

1. Turner, Paul : HR Forecasting and Planning, Jaico Publishing House
2. Armstrong, Michael: A Handbook of Personnel Management Practice, Kogan Page, London
3. Dessler, Gary : Human Resource Management, Pearson Education
4. Aswathappa, K : Human Resource Management, Tata McGraw Hill
5. Manpower planning and the development of human resources by Thomas Henry Patten published by Wiley-Interscience, 1971

**SUBJECT: ORGANIZATIONAL TRANSFORMATION AND
DEVELOPMENT [OTD]**

SUBJECT CODE: MBA_HR_08 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course Objectives:

The course aims to familiarize students with the applied behavioural science discipline that seeks to improve organizations through planned systematic, long-range efforts focused on organizational culture and its human and social processes.

Learning Outcomes:

1. To demonstrate an understanding of the principles and concepts that direct change in organisations and its implications for organisations.
2. To demonstrate conceptualised knowledge of the characteristics and processes of organisational development.
3. To investigate and discuss issues in managing change and evaluate them from an organisational development perspective.
4. To adopt the perspective of a consultant to apply organisational development theories to a variety of organisational situations and contexts.

UNIT I (12 Hours)

Introduction to Organisational Transformation: Organisational Transformation Birth, Growth, Decline and Death, Institutional Theory of Organizational Growth, Greiner's model of Organizational Growth. O.D Techniques to deal with Resistance to Change, O.D Techniques to promote Change; Learning Organisations.

UNIT II (12 Hours)

Models of Organisational Transformation and **Culture:** Organization Transformation Cultural Intervention, Strategic Changes, Learning Organization, High Performance Work Systems.

Introduction to organizational Change Systematic Organizational change, Areas and parties involved, Lewin's Models of Change, Planned and Unplanned Change.

UNIT III (12 Hours)

Organisational Development: Introduction to Organizational Development Concept, Values, Process and assumptions, Characteristics, Traditional and Modern OD Techniques, Six-Box Model.

Organizational Problems and their Diagnosis Symptoms & Sources of Organizational Problem and their Diagnosis, Diagnostic models, Collecting and Analyzing diagnostic information.

UNIT IV (12 Hours)

OD Interventions: OD Interventions Individual, Interpersonal, Group, Team Intervention , Third Party & Structural intervention, Human Process Interventions, Structure and Technological Interventions and Strategy Interventions – Sensitivity Training – Survey Feedback, Process Consultation – Team Building – InterGroup Development – Innovations Role Analysis Technique (RAT), Interdependency, Role Negotiation Technique (RNT), Principled Negotiations.

UNIT V (12 Hours)

OD Consultants: OD Consultants and their skills, Skills of OD Agents and Role of Organisational Leadership. Module 6 Factors influencing OD Concept and Role of Power, Politics and Culture. Power and Influence Tactics, Key Capabilities of Constructive Politics, Impact and Functions of Culture and Manifestations of Organizational culture.

TEXT BOOKS:

1. Wendell L. French Cecil H. Bell, Jr.: Organisational Development, McGraw-Hill. 6/e, 2005.
2. Ramanarayana S., Rao, T.V., Singh Kuldeep (ed.), Organisational Development – Interventions and Strategies, Response Books, New Delhi.
3. Dipak Kumar Bhattacharyya, Organizational Change and Development, Oxford Publishers.

REFERENCE BOOKS:

1. Ian Palmer, Richard Dundford, Gib Akin, Managing Organisational Change: A Multiple Perspectives Approach, McGraw-Hill, 2/e, 2009.
2. Barbara Senior, Jocelyne Fleming - Organisational Change, Pearson Education, New Delhi 3/e, 2009.
3. Gareth R., Mary Mathew – Organisational Theory, Design and Change, Pearson Education, New Delhi 5/e, 2008.
4. Anderson, D.A. (2014), Organization Development: The process of leading organizational change, Third. Sage, California
5. Organizational Theory, Design, and Change, Gareth R Jones; Global Edition

SUBJECT: PERFORMANCE MANAGEMENT SYSTEM [PMS]

SUBJECT CODE: MBA_HR_09 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-3, Tutorial-0, Practical-1.	End Term Examination Marks: 60

Course Objectives:

To equip students with comprehensive knowledge and practical skills to improve their ability for Performance Management System in their organizations. The course is particularly intended for future managers who will develop suitable strategies & policies for managing performance and facilitate their line managers to effectively appraise their subordinates. The course has been designed for giving Human Resource practitioners an idea of Performance Appraisal, demands of the organization and the effect of environmental factors on performance.

Learning outcomes:

1. To explain the concept of performance management and different advantages of implementing well-designed performance management systems.
2. To explain and understand that performance management is an on-going process composed of several sub-processes, such as performance planning, execution, assessment, and review.
3. To understand different approaches to performance measurement and develop key skills involved in effective performance management
4. To design a performance management system.

UNIT I (12 Hours)

Overview of Performance Management systems: Introduction, Meaning, Objectives and scope of PM systems; Role of PM Systems, Characteristics of an ideal PM system., Performance Management in different types of organizations (manufacturing, sales and service), Issues and Problems in Performance Management, Performance Management and its Organisational implications Legal and Ethical Perspectives in Performance Management.

UNIT II (12 Hours)

Performance Dimensions: Measuring Performance Determinants of performance, performance dimensions, approaches to measuring performance, diagnosing causes of poor performance, differentiating task from contextual performance, Performance Measurement Approaches. Process of Performance Management.

UNIT III (12 Hours)

Behavioural Issues and Challenges: Employee Development Relationship between performance measurement systems and behaviour; Influence of individual and group behavior on performance. Accountability issues arising out of performance measurement systems. Assessment of potential beneficial and adverse consequences of linking reward schemes to performance measurement. Performance management and employee development: Personal Development plans, 360 degree feed back as a developmental tool; Performance linked remuneration system, performance linked career planning and promotion policy.

UNIT IV (12 Hours)

Performance Consulting: Concept, the need for performance consulting, Role of performance consulting, designing and using performance relationship maps, contracting for performance consulting services, implementing organization-wide performance improvement. Performance evaluation and corporate failure: Alternative views of performance measurement; Non-financial performance indicators and predicting and preventing corporate failure.

UNIT V (12 Hours)

Modern performance measurement frameworks: Six Sigma; Performance Prism, Forced ranking Balanced Score Card. Contemporary issues in performance management. Studying the impact of change in organization's structure, culture and strategy on the adoption of new performance measurement methods and techniques. Methods of PMS- Appraisal, Communication and Interview, Performance feedback and counseling. Talent Management

Current Developments and Emerging Issues in Performance Management Computation and evaluation of performance measures relevant in a divisionalised organization structure including ROI, RI and Economic value added (EVA). Application of value-based management approaches to performance management.

TEXT BOOKS:

1. Aguinis, H. (2013). Performance management, 3rd ed. Harlow: Pearson.
2. Kohli A.S. & Deb T., Performance Management, Oxford University Press
3. Rao T. V. Performance Management and Appraisal Systems, Sage Publications

REFERENCE BOOKS:

1. Kandula, Performance management, PHI, 2009.
2. Michael Armstrong, Performance Management, Kogan Page, 2007.
3. ChadhaPrem, Performance Management, MacMillan, 2008
4. Dixit Varsha (2008). Performance Management. Vrinda Publications Ltd.

SUBJECT:STRATEGIC HRM [SHRM]

SUBJECT CODE: MBA_HR_10 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course Objectives:

The course aims to ensure that students are able to identify and critically evaluate the various approaches to human resource management and acquire the skills and techniques to access future issues of relevance to various functions of HRM in an organization. The course content is designed to help the students to think strategically and integrate the activities of HR with the organizations goals.

Learning outcomes:

1. To identify the key HRM functions and operations;
2. To identify the linkages between HRM functions and operations and organisational strategies, structures and culture;
3. To reflect and comment in a way that demonstrates awareness of the different contexts that impact on the operation of HRM;
4. To apply the theories and skills needed to become a strategic partner in the core business of the organization and in the strategic development of the organization's future.

UNIT I (12 Hours)

Conceptual Framework of SHRM: Concept of strategic SHRM, Impacts of Globalization on HRM, Changing Nature of Workforce, Development of SHRM, Models of Strategic HRM, Development & delivery of HR strategies, Challenges in Strategic Human Resource Management, Impacts of Strategic HRM, SHRM for Competitive Advantage.

UNIT II (12 Hours)

Implementation of Strategic HRM: Staffing, Training & Development, Strategic Options of Human Resource Development, Impacts of SHRM on Performance, Practicalities in Measuring SHRM Outcomes, Compensation, and Employee Separation. Case Studies

UNIT III (12 Hours)

Organisational Implications: HR Strategy, Components of Strategic HRM, Organizational HR strategies, Functional HR strategies, Strategic HRM in Action, Improving Business Performance through Strategic HRM. Employee Engagement and Drivers of Engagement.

UNIT IV (12 Hours)

Strategic Knowledge Management: Concept of Strategic knowledge Management, Building Knowledge Management into Strategy Framework, Knowledge Sharing as a Core Competency, HR Dimension to Knowledge Management, Strategic Approach to Industrial Relations, Outsourcing & its HR implications, Human Side of Mergers and Acquisitions three- stage model of M&A.

UNIT V (12 Hours)

Global Issues and Challenges: Global human resource management, Difference between global HRM & domestic HRM; Strategic HR issues in Global Assignments, Expatriates selection & Repatriation, Building a Multicultural Organization, Multinational Organization, Strategic Choice, Leadership & Strategic issues in International Assignment.

TEXT BOOKS:

1. Anuradha Sharma, AradhnaKhandekar, Strategic Human Resource Management-An Indian Perspective; Sage Publications.
2. Regis, Richard. (2008). Strategic Human Resource Management & Development (Excel Books.)
3. Randall S. Schuler (Editor), Susan E. Jackson, Strategic Human Resource Management; Wiley

REFERENCE BOOKS:

1. Charles R Geer : Strategic Human Resource Management – A General Managerial Perspective (Pearson Education India)
2. Armstrong, Michael & Baron Angela. (2005). Handbook of Strategic HRM , (Jaico Publishing House)
3. Mello, Jeffrey A. (2007). Strategic Human Resource Management.(Thomson South Western)
3. Catherine Truss, David Mankin, Clare Kelliher.:Strategic Human Resource Management. (Oxford University Press).
4. Dhar, RajibLochan. (2008). Strategic Human Resource Management (Excel Books.)
5. Gary Rees & Paul E Smith : Strategic Human Resource Management (Sage Publication)

SUBJECT: CORPORATE STRATEGY & ORGANIZATIONAL DEVELOPMENT

SUBJECT CODE: MBA_HR_11 (OEC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-4, Tutorial-0, Practical-0.	End Term Examination Marks: 60

Course Objectives:TheCourse deals with the organizational and leadership challenges/choices facing multi-business firms. The course provides students with a unique perspective on how corporations formulate a vision and develop strategies to allocate resources and create synergies across their portfolio of businesses. The course aims to help students study organization development as a process of planned change to improve an organization's problem-solving skills and its overall effectiveness within a changing and complex environment.

Learning outcomes:

1. To demonstrate a clear understanding of the concepts, tools & techniques used by executives in developing and executing strategies and will appreciate its integrative and interdisciplinary nature
2. To enable the students to develop their capacity to think and execute strategically
3. To demonstrate conceptualised knowledge of the characteristics and processes of organisational development.

UNIT I (12 Hours)

Introduction to Corporate Strategy – Concept of corporate strategy, Components and Functions. Formulating Corporate Strategy for a Large Enterprise – An Overview.

Concept of Corporate Vision, Purpose and Mission; Objectives and Goal; Need for Setting Corporate Objectives. Process of Setting Corporate Objectives. Forces Interacting with Corporate Objectives – External and Internal. Strategic decision making, Levels of Strategy: Corporate Level, Business Level and Functional Level – An Overview, Guidelines for crafting successful business strategies.

UNIT II (12 Hours)

Environmental Appraisal External Analysis: Industry analysis, remote environment analysis, competitive analysis, global environment analysis. **Internal Analysis:** Resource based view of the firm, Capabilities, core competence, value chain analysis, VRHN analysis, distinctive competency, sustainable competitive advantage and profitability. SWOT Analysis.

UNIT III (12 Hours)

Corporate Portfolio Analysis: Environmental Threat and Opportunity Profile (ETOP); BCG, TOWS, GE, Directional Policy Matrix; Organizational Capability Profile - Strategic Advantage Profile Corporate Level strategies-growth, stability, renewal, corporate portfolio analysis, grand strategies, Mc Kinsey's 7s Framework. Business Level Strategies- Michael Porter's Generic strategies. Functional level strategies, Strategic Analysis and Choice

UNIT IV (12 Hours)

Strategy Implementation and Evaluation: Structure, Systems and People, issues in implementation, Model of Strategic Implementation, Project implementation, Procedural implementation, Resource Allocation, Budgets, Organization Structure, Strategy and Organisation Structure, Different Types of Organisational Structure, Social responsibilities and Ethics - Building a capable organization - Functional issues. Symptoms of malfunctioning of strategy -Operations Control and Strategic Control, An overview of Strategic Evaluation and Control - Measurement of performance - Analyzing variances - Role of organizational systems in evaluation. Strategic Management for non-profit organizations.

UNIT V (12 Hours)

Organizational Development: Meaning, Nature and scope, Features of OD ,OD Interventions- Role of OD – Problems and Process of OD – process OD and Process of Intervention - Challenges to OD

TEXT BOOKS:

1. Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson (2008), Management of Strategy Concepts and Cases, 4/e, Cengage Learning, New Delhi.
2. John. A. Pearce II, Richard.B. Robinson Jr, AmitaMital, (2008), Strategic Management – Formulation, Implementation and Control, 1/e, Tata McGraw-Hill, New Delhi.
3. Charles. W. L Hill, Gareth R Jones (2005), Strategic Management- An Integrated Approach, 6/e, Biztantra, New Delhi.

REFERENCE BOOKS:

1. Thompson A Jr, A.J. Strickland, (2008), Strategic Management, Tata McGraw-Hill Publishing, New Delhi.
2. Upendra Kachru, (2005), Strategic Management-Concepts and Case. Excel Books, New Delhi.
3. Anderson, D.A.. (2014), Organization Development: The process of leading organizational change, Third. Sage, California.,
4. Grant, M.A. (2010), Contemporary strategic analysis, John Wiley & Sons,

**SUBJECT: CURRENT ISSUES AND EMERGING CHALLENGES IN HRM
[CIECHRM]**

SUBJECT CODE: MBA_HR_12 (OEC/SDC)

Total Credits: 04	Full Marks: 100
Total Credit Hours: 60 hours	Internal Assessment Marks:40 (Teacher's Assessment: 20 + Mid Term Examination: 20)
Periods: Lectures-2, Tutorial-1, Practical-1.	End Term Examination Marks: 60

Course Objectives:

The objectives of this course are to meet the current issues and emerging challenges faced by managers in an organization. Therefore, this modified course is an advanced course which aims at enhancing the employability efficacy of employees with strong determination for facing the arising problems in the present scenario

Learning outcomes:

1. To develop an integrated perspective on role of HRM in modern business.
2. To be able to handle employee issues and evaluate the new trends in HRM
3. To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

Unit:-I (12 hours)

Conceptual Framework: Concepts of CIECHRM, Organizational Vision and Mission and Organizational Growth through HRM. Current issues in Organizations-Indian Scenario, HR contributions towards Solving, Current issues of HRM, Developing integration Models, Human Due diligence, implementing the integration plan, Developmental structures and systems HR policies Managing Ambiguity, Attracting and retaining high performers Managing lift-outs Utilizing and managing excess manpower

Unit: -II (12 hours)

Employee Empowerment: Concept of employee empowerment and Customer Satisfaction Developmental structures and systems, HR policies Managing Ambiguity, Attracting and retaining high performers, Managing lift-outs Utilizing and managing excess manpower Establishing of continuity and integration of culture, Managing insecurity and stress, Organizational Renewal,

Unit: -III (12 hours)

Understanding the Strategic Dynamics in HR: Concepts of Strategic Planning and HR Dynamics, HR Role in Managing recent issues, Designing a Performance Management

System using the Balanced Scorecard Approach for Service-Based Organization, Compensation and reward structures. Similarities and Differences in Nature of Work for the Frontline Workers and the Backend Support Services - Impact on HR Practices Stressing Mainly on Performance Management Training and Compensation.

Unit: -IV (12 hours)

HR Man Power Planning: Basics of Planning, Objectives (Micro and Macro Levels) , Benefits, Advantages, Limitations and Problems, HR Planning Linkage of HR Planning with other HR Functions Influencing Factors in Manpower Planning, Tools, Methods and Techniques, Job Analysis, Job Description, Job Specification. Skills Analysis/Skill Inventory . Performance Appraisal, Manpower Inventory

Unit: -V (12 hours)

HR Collaboration and Partnership: Concepts of Collaboration and Partnership , salient features of Partnership, Need and Importance of Partnership, types of Partnership, Employee – Involvement and Partnership. Employee Attrition and Role of Employee Career Paths. Flexible Working Practices – Implications for HR. Understanding HR Practices in Professional Consultancy Firms, Execution of New venture/Project, An overview Project Presentations

TEXT BOOKS:

1. Contemporary-HRM-Issues-in-the-21st-Century by Peter Holland,
2. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2010).
3. Human Resource Management: Gaining Competitive Advantages (Seventh Edition). McGraw-Hill Irwin, New York

REFERENCE BOOKS

1. Human Resource Management by Bhaskar Chatterjee; Gardner's Book.
2. Human Resource Management by Lloyd L. Byars, Leslie W. Rue, McGraw Hill Higher Education in 2007
3. Zorlu S. (2009). Managing the human resource in the 21st century. Zorlusenyucel & ventus publishing
