

Stream/ Specialization : **Human Resource Management**

SL. NO	COURSE CODE	COURSE TITLE	CATEGORY	PERIODS PER WEEK			TOTAL CONTACT PERIODS	CREDITS
				L	T	P		
1.	BA4015	Strategic Human Resource Management	PEC	3	0	0	3	3
2.	BA4016	Industrial relations and labour legislations	PEC	3	0	0	3	3
3.	BA4017	Organizational, design, change and development	PEC	3	0	0	3	3
4.	BA4018	Negotiation and conflict management	PEC	3	0	0	3	3
5.	BA4019	Reward and Compensation management	PEC	3	0	0	3	3
6.	BA4020	International Human Resource Management	PEC	3	0	0	3	3

COURSE OBJECTIVE:

- To help students understand the transformation in the role of HR functions from being a support function to strategic function.

UNIT I CONTEXT OF SHRM**9**

SHRM - SHRM models - strategic HRM vs Traditional HRM - Barriers to Strategic HR- Adopting an Investment Perspective - Understanding and Measuring Human capital - Human side of corporate strategies - strategic work redesign - Strategic Capability - Bench Marking.

UNIT II HUMAN RESOURCE DEVELOPMENT**9**

Meaning – Strategic framework for HRM and HRD – Vision, Mission and Values – Importance – Challenges to Organisations – HRD Functions - Roles of HRD Professionals - HRD Needs Assessment - HRD practices – Measures of HRD performance – Links to HR, Strategy and Business Goals – HRD Program Implementation and Evaluation – Recent trends –HRD Audit.

UNIT III E-HRM**9**

e- Employee profile– e- selection and recruitment - Virtual learning and Orientation – e - training and development – e-learning strategies- e- Performance management - and Compensation design - Use of mobile applications in HR functions– Development and Implementation of HRIS – Designing HR portals – Issues in employee privacy – Employee surveys online.

UNIT IV CAREER & COMPETENCY DEVELOPMENT**9**

Career Concepts – Roles – Career stages – Career planning and Process – Career development Models– Career Motivation and Enrichment –Managing Career plateaus- Designing Effective Career Development Systems – Competencies and Career Management – Competency Mapping Models – Equity and Competency based Compensation.

UNIT V EMPLOYEE COACHING & COUNSELING**9**

Need for Coaching – Role of HR in coaching – Coaching and Performance – Skills for Effective Coaching – Coaching Effectiveness– Need for Counseling – Role of HR in Counseling - Components of Counseling Programs – Counseling Effectiveness – Employee Health and Welfare Programs.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

1. Understand the relationship of HR strategy with overall corporate strategy, the strategic role of specific HR systems.
2. Appreciate SHRM in the context of changing forms of organisation and will have a better understanding of the tools and techniques used by organizations to meet current challenges.
3. To be more sensitive to cross-cultural issues and understanding of international approaches to dealing with people in organisations. Students will look at HRM in a broader, comparative and international perspective to deal with complex issues and manifold risks.
4. Providing an overview of the counselling and coaching processes and techniques, Developing alternative approach to dealing with problem situations in organisations
5. Understand the career development theories and models and gain necessary self-insight, skills and techniques to become effective HR managers

REFERENCES :

1. Randy L. Desimone, Jon M. Werner – David M. Mathis, Human Resource Development, Cengage Learning, 7th edition, 2016.
2. Jeffrey A Mello, Strategic Human Resource Management, Cengage Learning, 3rd edition, 2011.
3. Paul Boselie. Strategic Human Resource Management. Tata McGraw Hill. 2011
4. Robert L. Mathis and John H. Jackson, Human Resource Management, Cengage Learning, 2007.
5. Pulak Das. Strategic Human Resource Management- A Resource Driven Perspective- Cengage Learning 4th Indian Reprint- 2013.
6. Terresa Torres Coronas & Mario Arias Olivia. e-Human Resource Management- Managing Knowledge People- Idea Group Publishing, 2005.
7. Randall S Schuler and Susan E Jackson. Strategic Human Resource Management. Wiley Publications- 2007.

COURSE OBJECTIVES:

- To explore contemporary knowledge and gain a conceptual understanding of industrial relations.
- To have a broad understanding of the legal principles governing the employment relationship at individual and collective level.

UNIT I INDUSTRIAL RELATIONS**9**

Concept, scope- objectives- Importance - Approaches to IR- Industrial relations system in India. Trade Unions Act, 1926- trade union movement in India- objective -role - functions-procedure for registration of trade unions- Rights and responsibilities- problems- Employee relations in IT sector.

UNIT II INDUSTRIAL CONFLICTS AND LABOUR WELFARE**9**

The Industrial Disputes Act, 1947-Disputes – Impact – Causes – Strikes – Prevention – Industrial Peace – Government Machinery – Conciliation – Arbitration – Adjudication. Labour welfare- statutory-Voluntary-welfare funds-welfare of unorganized labour

UNIT III LABOUR LEGISLATIONS-I**9**

Origin and growth of labour legislation in India- Principles of labour legislations-Factories Act 1948- Minimum Wages Act, 1948- Payment of Wages Act, 1936- Payment of Bonus Act, 1965-

UNIT IV LABOUR LEGISLATIONS-II**9**

The Industrial employment (standing orders) Act, 1946- The Apprentices act, 1961-The Equal Remuneration act, 1976- Payment of Gratuity act 1972- Employee compensation act in 2013

UNIT V LABOUR LEGISLATIONS-III**9**

Employees' Provident fund and Miscellaneous provisions act, 1952- Employees' state insurance (ESI) Act, 1948- Maternity Benefit Act, 1961- Contract Labour Regulations and Abolition Act, 1970 -The Child Labour Prevention and Regulation Act, 1986.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. Industrial relations system and Trade unions
2. Industrial Disputes and labour welfare measures
3. Labour legislation introduction and legal provisions for factory workers, wages and Bonus
4. Legal provisions for equal remuneration, gratuity, compensation, industrial employment and Apprenticeship
5. Legal provisions for EPF, ESI, Maternity, contract labours, and child labour prevention .

REFERENCES :

1. Mamoria C.B. and SathishMamoria, Dynamics of Industrial Relations, Himalaya Publishing House, New Delhi, 2016.
2. Kapoor N. D , Elements of Mercantile Law, Sultan Chand, 2014.
3. ArunMonappa, RanjeetNambudiri, PatturajaSelvaraj. Industrial relations &Labour Laws. Tata McGraw Hill. 2012
5. P.K. Padhi, Industrial Laws, PHI, 2017.
6. P.R.N Sinha, InduBala Sinha, Seema PriyadarshiniShekhar. Industrial Relations, Trade Unions and Labour Legislation. Pearson. 2017
7. Tax Mann, Labour Laws, 2018.
8. Srivastava, Industrial Relations and Labour laws, Vikas, 2015.
9. P.N.Singh, Neeraj Kumar. Employee relations Management. Pearson. 2011.
10. Ratna Sen, Industrial Relations in India, Shifting Paradigms, Macmillan India Ltd., New Delhi, 2007.
11. C.S.VenkataRatnam, Globalisation and Labour Management Relations, Response Books, 2007.

COURSE OBJECTIVES:

- To help the students to gain knowledge about the concepts of change management and to acquire the skills required to manage any change effectively
- To understand the concept and techniques of OD and to enable the skills for the application of OD in organizations.

UNIT I ORGANIZATIONAL DESIGN 9

Organizational Design – Determinants – Components – Basic Challenges of design – Differentiation, Integration, Centralization, Decentralization, Standardization, Mutual adjustment -Mechanistic and Organic Structures- Technological and Environmental Impacts on Design-Importance of Design – Success and Failures in design.

UNIT II ORGANIZATIONAL CHANGE 9

Meaning, Nature, Forces for change- change agents- Change process-Types and forms of change- Models of change- Resistance to change – individual factors – organizational factors – techniques to overcome change- Change programs –job redesign.

UNIT III ORGANIZATIONAL DEVELOPMENT 9

Introduction- evolution- basic values and assumptions- foundations of OD- Process of OD- managing the phases of OD- Organizational diagnosis-Process-stages- Techniques-Questionnaire, interview, workshop, task-force- collecting, analyzing- feedback of diagnostic information.

UNIT IV OD INTERVENTION 9

Human process interventions-Individual, group and inter-group human relations- structure and technological interventions- strategy interventions – sensitivity training – survey feedback, process consultation – team building – inter-group development.

UNIT V ORGANIZATIONAL EVOLUTION AND SUSTENANCE 9

Organizational life cycle – Models of transformation – Models of Organizational Decision making – Organizational Learning – Innovation, Intrapreneurship and Creativity-HR implications.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. The fundamentals of organizational design and structure
2. Change process, types, and models of change in organizations
3. The fundamentals of organizational development
4. Organizational development Interventions
5. Organizational evolution and sustenance

REFERENCES:

1. French & Bell: Organisational Development, McGraw-Hill, 2005
2. Wendell L. French, Cecil H. Bell, Jr, Veena Vohra - Organization Development : Behavioral Science Interventions for Organizational Improvement, Sixth Edition 2017
3. Rajiv Shaw: Surviving Tomorrow: Turnaround Strategies In Organisational Design And Development, Vikas Publishing House.
4. Thomas G. Cummings, Christopher G. Worley: Organisation Development And Change, Thomson Learning.
5. S. Ramnarayan, T. Venkateswara Rao, Kuldeep Singh: Organization Development: Interventions And Strategies, Sage Publications
6. Organization Development, behavioral science interventions for Organization Improvement, Wendell French, Cecil H.Bell, Veena, Jr, Pearson, PHI
7. Change & Knowledge Management-R.L. Nandeshwar, Bala Krishna Jayasimha, Excel Books, 1st Ed.
8. Management of Organizational Change – K Harigopal – Response BOOKS, 2nd editon,2006
9. Organizational, Design, and Change-Gareth R. Jones, 5th Edition, Pearson Education

COURSE OBJECTIVES:

- To develop an understanding of the nature and strategies of negotiation.
- To understand conflict and strategies to resolve the conflict.

UNIT I FUNDAMENTALS OF NEGOTIATION 9

Nature, Characteristics of negotiation- Dimensions of Negotiation-Structure- Norms & values-Types of Negotiation- Negotiation process- Perception and Preparation-Communication and Influence- Techniques of Negotiation- Issues in negotiation.

UNIT II NEGOTIATION STRATEGIES 9

strategy and planning for negotiation- Strategy and Tactics for distributive bargaining -Integrative negotiation-Negotiation power- source of power- Cross culture Negotiation-Ethics in negotiation.

UNIT III INTRODUCTION TO CONFLICT MANAGEMENT 9

Understanding conflict, components, perspective of conflict- Types of conflict- Models of conflict (Process & Structural)-Sources of conflict- Contingency approach, conflict management process, conflict domain, conflict trends, conflict distribution, conflict mapping and tracking-conflict & performance - Advantages & Disadvantages of Conflict.

UNIT IV MANAGING INTERPERSONAL, GROUP AND ORGANIZATIONAL CONFLICT 9

Individual difference- Personalities & abilities- Interpersonal conflict- Group conflict- Organizational conflict- Dealing with difficult subordinates & boss-Technique to resolve team conflict- organizational conflict strategies.

UNIT V CONFLICT RESOLUTION AND COST 9

Conflict resolution models-framework model-classical ideas- new developments in conflict resolution- Environmental conflict resolution-gender and conflict resolution-Assessing the cost of workplace conflict.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. The fundamentals of Negotiation, Types, process and techniques
2. Strategies and tactics in Negotiation
3. The basics of Conflict management, models, approaches and process
4. Managing interpersonal, group and organizational conflict
5. Conflict resolution models and cost of workplace conflict

REFERENCES:

1. Negotiation - Lewicki, Saunders, Barry, TMGH, 2014
2. Corporate Conflict Management - concepts & skills by Eirene Rout, Nelson Omika, PHI, 2007
3. Negotiation- Communication for diverse settings- Michael Spangle, Sage Publication, 2008
4. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.
5. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
6. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.
7. Negotiation, Harvard Business Essentials, Harvard Business School Press, 2003
8. How to negotiate effectively, David Oliver, The Sunday Times, Kogan Page, 2010
9. Conflict Resolution Techniques by Subbulakshmi, ICFAI University press, 2005

COURSE OBJECTIVES:

- To impart skills in designing analyzing and restructuring reward management systems, policies and strategies.
- To understand the various dimensions of Compensation Management.

UNIT I INTRODUCTION**9**

Compensation - Definition - objectives- principles of compensation formulation- Compensation Design and strategy- theories of wage determination- Wage Structure -types of wages- wage boards- wage policy. Compensation decisions- compensation benchmarking- compensation trends and reward system in India.

UNIT II EMPLOYEE COMPENSATION AND LABOUR MARKET**9**

Macroeconomics of Labour markets- Unemployment and its impact on labour market- Neoclassical microeconomics of labour markets-models, supply and demand-economic model Implications on employee compensation- economic theories and employee compensation- trade -offs - valuation of employee compensation.

UNIT III MANAGING EMPLOYEE BENEFITS AND REWARDS**9**

Nature and types of employee benefits- statutory employee benefits in India- Deferred compensation plan- Non-monetary benefits. Reward - Meaning, Elements, Types- Basic concepts of reward management - Designing reward system- Approaches to reward system- Difference between reward and compensation.

UNIT V PERFORMANCE RELATED COMPENSATION**9**

Performance management system (PMS)-performance objectives - indicators- standards and metric - effective performance modeling-dimensions of performance- competency based pay. Team Compensation – Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs

UNIT IV EXECUTIVE AND SALES COMPENSATION PLAN**9**

Executive Compensation – Components, Theories, Design- Relationship between Fixed and variable pay-Executive Incentive Programmes. Sale Compensation plan- design and administration- sales incentives and motivations. Compensation Management in Multi-National organisations.

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. The basics of Compensation Management and Reward system, The ories and strategies
2. Macro and micro economics of labour market and employee compensation
3. Managing employee benefits and rewards
4. Performance related compensation
5. Executive and sales compensation plans, theories and design

REFERENCES:

1. Richard.I. Henderson: Compensation Management In A Knowledge Based World – Prentice Hall, 2007.
2. Richard Thrope& Gill Homen: Strategic Reward Systems- Prentice-Hall, 2000
3. Reward Management: A Handbook of salary administration by Armstrong, Michael and
4. Marlis, Kogan page business books, 2005
5. Thomas.P. Plannery, David.A. Hofrichter&Paul.E.Platten: People Performance & Pay – Free Press.
6. Michael Armstrong & Helen Murlis: Hand Book Of Reward Management – Crust Publishing House.
7. Joseph.J. Martocchio: Strategic Compensation – A Human Resource Management Approach – Prentice-Hall.
8. Edwarde.E.Lawler III: Rewarding Excellence (Pay Strategies for the New Economy) – Jossey-Bass.

COURSE OBJECTIVE:

- The course aims to provide students insights to HR practices followed in Global organizations.

UNIT I INTRODUCTION TO IHRM**9**

Definition – Evolution of HRM- Importance of IHRM, Models of IHRM – Matching Model, Harvard Model, Contextual Model, 5p Model, European Model, IHRM policies, Standardization and Localization of HRM practices

UNIT II HRM STRATEGIES**10**

Internationalization and world business – Strategic orientation, IHRM in cross border Mergers and Acquisitions, International Alliances – IHRM & Competitive advantage- Cultural context of IHRM

UNIT III RECRUITMENT AND SELECTION**6**

International Managers staffing – Approaches to staffing – Role of Expatriates – Role of in-patriate – Role of Non expatriates- recruitment and selection methods- Current practices

UNIT IV TRAINING AND DEVELOPMENT, PERFORMANCE APPRAISAL**10**

Expatriate training program, components, types, effectiveness measures, HCN training- Trends in international training and development – repatriation process and training. International performance Management methods – cultural issues in Performance Management

UNIT V INTERNATIONAL COMPENSATION**10**

Components of international compensation- Approaches to international compensation – Challenges and choices -International Labor Standards – emerging Issues

TOTAL: 45 PERIODS**COURSE OUTCOMES:**

The student gets to learn about

1. the basics of IHRM, models and practices
2. strategic orientation and cultural context towards IHRM
3. International practices on recruitment and selection
4. International perspectives on Training, development, performance appraisal
5. International practices on Compensation management

REFERENCES :

1. Peter J Dowling & D E. Welch: International Human Resource Management, Cengage Learning 7th Edition IE.,2017
2. Monir H. Tayeb: International Human Resource Management, A Multinational Company Perspective Oxford University Press, IE
3. IbraizTarique, Dennis Briscoe&randall, International Human Resource Management- Policies and practices for Multinational Enterprises, Routledge, 5th edition
4. Anne- WilHarZing, Ashly Pinnington, International human Resource Management, 3rd edition, Sage Publication
5. P L Rao, International Human resource Management- Text and Cases, Excel Books
6. Christopher Brewster, Guy Vernon, Paul Sparrow, Elizabeth Houldsworth – International Human Resource Management, Kogan Page Publishers