

**MBA (Human Resource Management) (Course code – 39)**  
**CURRICULUM**

**1<sup>st</sup> YEAR - I SEMESTER**

SL.No	COURSE Code	Course Title	L	T	Credit	Internal	External	Total
1	MBAHR101	Management Concepts & Organisational Behaviour	4	0	4	40	60	100
2	MBAHR102	Managerial Economics	4	00	4	40	60	100
3	MBAHR103	Accounting for Managers	4	0	4	40	60	100
4	MBAHR104	Business Environment and Law	4	0	4	40	60	100
5	MBAHR105	Research Methodology	4	0	4	40	60	100
		Total	20	0	20	200	300	500

**1<sup>st</sup> YEAR - II SEMESTER**

SL.No	COURSE Code	Course Title	L	T	Credit	Internal	External	Total
1	MBAHR201	Financial Management	4	0	4	40	60	100
2	MBAHR202	Marketing Management	4	00	4	40	60	100
3	MBAHR203	Human Resources Management	4	0	4	40	60	100
4	MBAHR204	Operations Research and Management	4	0	4	40	60	100
5	MBAHR2005	Strategic Management	4	0	4	40	60	100
		Total	20	0	20	200	300	500

**2<sup>nd</sup> YEAR - III SEMESTER**

SLNo	COURSE Code	Course Title	L	T	Credit	Internal	External	Total
1	MBHR301	Human Resource Development	4	0	4	40	60	100
2	MBHR302	Performance Management	4	00	4	40	60	100
3	MBHR303	Knowledge Management	4	0	4	40	60	100
4	MBHR304	Industrial Relations Management	4	0	4	40	60	100
5	MBHR305	Employee Legislation	4	0	4	40	60	100
		Total	20	0	20	200	300	500

**2<sup>nd</sup> YEAR - IV SEMESTER**

SLNo	COURSE Code	Course Title	L	T/P	Credit	Internal	External	Total
1	MBHR401	Organizational Development and Change	4	0	4	40	60	100
2	MBHR402	Human Resource Accounting	4	00	4	40	60	100
3	MBHR403	Compensation Management	4	0	4	40	60	100
4	MBHR404	Human Resource Information System	4	0	4	40	60	100
5	MBHR405	Global HR Practices	4	0	4	40	60	100
6	MBHR406	<b>Project Work</b>	0	4	4	40	60	100
		Total	20	4	24	240	360	600

## **MBA (Human Resource Management) - Syllabus**

**MBA – I Semester**

### **PAPER – I**

#### **MANAGEMENT CONCEPTS & ORGANISATIONAL BEHAVIOUR**

Course Code: MBAHR101

#### **Objectives**

- to provide conceptual understanding of Management Concepts
- to familiarize the students with the contemporary issues in Management
- to understand and appreciate the human behaviour in organisations

#### **UNIT - I**

Nature of Management - Social Responsibilities of Business - Manager and Environment Levels in Management - Managerial Skills - Planning - Steps in Planning Process - Scope and Limitations - Short Range and Long Range Planning - Flexibility in Planning Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies - Scope and Formulation - Decision Making - Techniques and Processes

#### **UNIT – II**

An Overview of Staffing, Directing and Controlling Functions - Organising - Organisation Structure and Design - Authority and Responsibility Relationships - Delegation of Authority and Decentralisation - Interdepartmental Coordination - Emerging Trends in Corporate Structure, Strategy and Culture - Impact of Technology on Organisational design - Mechanistic Vs Adoptive Structures - Formal and Informal Organisation

#### **UNIT – III**

Perception and Learning - Personality and Individual Differences - Motivation and Job Performance - Values, Attitudes and Beliefs - Stress Management - Communication Types-Process - Barriers - Making Communication Effective

#### **UNIT – IV**

Group Dynamics - Leadership - Styles - Approaches - Power and Politics - Organisational Structure - Organisational Climate and Culture - Organisational Change and Development.

#### **UNIT – V**

Comparative Management Styles and approaches - Japanese Management Practices Organisational Creativity and Innovation - Management of Innovation - Entrepreneurial Management - Benchmarking - Best Management Practices across the world - Select cases of Domestic & International Corporations - Management of Diversity.

#### **REFERENCES**

**Koontz, Weirich & Aryasri**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, NewDelhi, 2004*

**Tripathi & Reddy**, PRINCIPLES OF MANAGEMENT, *Tata McGraw-Hill, New Delhi, 2008*

**Laurie Mullins**, MANAGEMENT AND ORGANISATIONAL BEHAVIOUR, *Pearson, NewDelhi, 2007*

**Meenakshi Gupta**, PRINCIPLES OF MANAGEMENT, *PHI Learning, NewDelhi, 2009*

**Fred Luthans**, ORGANISATIONAL BEHAVIOUR, *Tata McGraw-Hill, NewDelhi*

**Stephen Robbins**, ORGANISATIONAL BEHAVIOUR, *Pearson, New Delhi*

**Ricky Griffin**, MANAGEMENT: PRINCIPLES & APPLICATIONS, *Cengage, NewDelhi, 2008*

**Objectives**

- To introduce the economic concepts
- To familiarize with the students the importance of economic approaches in managerial decision making
- To understand the applications of economic theories in business decisions

**UNIT – I**

General Foundations of Managerial Economics - Economic Approach - Circular Flow of Activity - Nature of the Firm - Objectives of Firms - Demand Analysis and Estimation - Individual, Market and Firm demand - Determinants of demand - Elasticity measures and Business Decision Making - Demand Forecasting.

**UNIT-II**

Law of Variable Proportions - Theory of the Firm - Production Functions in the Short and Long Run - Cost Functions – Determinants of Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs - Analysis of Risk and Uncertainty.

**UNIT-III**

Product Markets -Determination Under Different Markets - Market Structure – Perfect Competition – Monopoly – Monopolistic Competition – Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different Market Structures – Price Discrimination - Degrees of Price Discrimination.

**UNIT-IV**

Introduction to National Income – National Income Concepts - Models of National Income Determination - Economic Indicators - Technology and Employment - Issues and Challenges – Business Cycles – Phases – Management of Cyclical Fluctuations - Fiscal and Monetary Policies.

**UNIT – V**

Macro Economic Environment - Economic Transition in India - A quick Review - Liberalization, Privatization and Globalization - Business and Government - Public-Private Participation (PPP) - Industrial Finance - Foreign Direct Investment(FDIs).

**REFERENCES**

**Yogesh Maheswari**, MANAGERIAL ECONOMICS, *PHI Learning, NewDelhi, 2005*

**Gupta G.S.**, MANAGERIAL ECONOMICS, *Tata McGraw-Hill, New Delhi*

**Moyer & Harris**, MANAGERIAL ECONOMICS, *Cengage Learning, NewDelhi, 2005*

**Geetika, Ghosh & Choudhury**, , MANAGERIAL ECONOMICS, *Tata McGrawHill, NewDelhi, 2011*

**PAPER –III**  
**ACCOUNTING FOR MANAGERS**

**Course code: MBAHR 103**

**Objectives**

- To acquaint the students with the fundamentals principles of Financial, Cost and Management Accounting
- To enable the students to prepare, Analyse and Interpret Financial Statements and
- To enable the students to take decisions using Management Accounting Tools.

**UNIT-I**

Book-keeping and Accounting – Financial Accounting – Concepts and Conventions – Double Entry System – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts – Trading, Profit and Loss Account and Balance Sheet with adjustment entries, simple problems only - Capital and Revenue Expenditure and Receipts.

**UNIT-II**

Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method - Ratio Analysis – Uses and Limitations – Classification of Ratios – Liquidity, Profitability, Financial and Turnover Ratios – Simple problems only.

**UNIT-III**

Funds Flow Analysis – Funds From Operation, Sources and Uses of Funds, Preparation of Schedule of Changes in Working Capital and Funds Flow Statements – Uses and Limitations - Cash Flow Analysis – Cash From Operation – Preparation of Cash Flow Statement – Uses and Limitations – Distinction between Funds flow and Cash Flow – only simple problems

**UNIT-IV**

Marginal Costing - Marginal cost and Marginal costing - Importance - Break-even Analysis - Cost Volume Profit Relationship – Application of Marginal Costing Techniques, Fixing Selling Price, Make or Buy, Accepting a foreign order, Deciding sales mix.

**UNIT-V**

Cost Accounting - Elements of Cost - Types of Costs - Preparation of Cost Sheet – Standard Costing – Variance Analysis – Material Variances – Labour Variances – simple problems related to Material and Labour Variances only

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60:40 i.e., Problem Questions: 60 % & Theory Questions: 40 %]**

**REFERENCES**

**Jelsy Josheph Kuppappally**, ACCOUNTING FOR MANAGERS, *PHI, Delhi, 2010.*

**Paresh shah**, BASIC ACCOUNTING FOR MANAGERS, *Oxford, Delhi, 2007*

**Ambrish Gupta**, FINANCIAL ACCOUNTING FOR MANAGEMENT, *Pearson, Delhi, 2004*

**Narayanaswamy R**, FINANCIAL ACCOUNTING , *PHI, Delhi, 2011*

**PAPER-IV**  
**BUSINESS ENVIRONMENT AND LAW**  
**Course Code: MBAHR104**

**Objectives**

- To acquaint students with the issues of domestic and global environment in which business has to operate
- To relate the Impact of Environment on Business in an integrated manner, and
- To give an exposure to important commercial and industrial laws

**UNIT – I**

Dynamics of Business and its Environment – Technological, Political, Social and Cultural Environment - Corporate Governance and Social Responsibility - Ethics in Business - Economic Systems and Management Structure - Family Management to Professionalism - Resource Base of the Economy - Land, Forest, Water, Fisheries, Minerals - Environmental Issues.

**UNIT - II**

Infrastructure - Economic- Social, Demographic Issues, Political context - Productivity Factors, Human Elements and Issues for Improvement - Global Trends in Business and Management - MNCs - Foreign Capital and Collaboration - Trends in Indian Industry - The Capital Market Scenario.

**UNIT - III**

Law of Contract - Agreement - Offer - Acceptance - Consideration - Capacity of Contract Contingent Contract - Quasi Contract - Performance - Discharge - Remedies to breach of Contract - Partnership - Sale of Goods - Law of Insurance - Negotiable Instruments - Notes, Bills, Cheques - Crossing - Endorsement - Holder in due course - Holder in value - Contract of Agency.

**UNIT - IV**

Company - Formation - Memorandum - Articles - Prospectus - Shares - Debentures - Directors - Appointment - Powers and Duties - Meetings - Proceedings – Management - Accounts - Audit - Oppression and Mismanagement - Winding up.

**UNIT - V**

Factory Act – Licensing and Registration of Factories, Health, Safety and Welfare measures - Industrial Disputes Act – Objects and scope of the Act, Effects of Industrial Dispute, Administration under the Act- Minimum Wages Act - Workmen Compensation Act.

**REFERENCES**

**Pathak**, LEGAL ASPECTS OF BUSINESS, Tata McGraw- Hill Publishing Company Limited, New Delhi, 2010.

**Keith-Davis & William Frederick**, BUSINESS AND SOCIETY, *McGraw-Hill, Tokyo.*

**M.M. Sulphey & Az-har Basheer**, LAWS FOR BUSINESS, *PHI Learning Pvt. Ltd. New Delhi,* 2011

**Maheswari & Maheswari**, MERCANTILE LAW. *Himalaya Publishing House. Mumbai*

**Rudder Dutt & Sundaram**, INDIAN ECONOMY, *Vikas Publishing House, New Delhi.*

**Veena Keshav Pailwar**, ECONOMIC ENVIRONMENT OF BUSINESS, *PHI Learning Pvt. Ltd, New Delhi, 2010*

**PAPER-V**  
**RESEARCH METHODOLOGY**

**Course code: MBAHR105**

**Objectives**

- To enable the students to know about the information needs of Management
- To introduce the concept of Scientific Research and the methods of conducting Scientific Enquiry and
- To introduce the Statistical Tools of Data Analysis.

**UNIT-I**

Research – Qualities of Researcher – Components of Research Problem – Various Steps in Scientific Research – Types of Research – Hypotheses Research Purposes - Research Design – Survey Research – Case Study Research.

**UNIT-II**

Data Collection – Sources of Data – Primary Data – Secondary Data - Procedure Questionnaire – Sampling methods – Merits and Demerits – Experiments – Observation method – Sampling Errors - Type-I Error & Type-II Error.

**UNIT-III**

Statistical Analysis – Introduction to Statistics – Probability Theories – Conditional Probability, Poisson Distribution, Binomial Distribution and Properties of Normal Distributions – Hypothesis Tests – One Sample Test – Two Sample Tests / Chi-Square Test, Association of Attributes - Standard deviation – Co-efficient of variations .

**UNIT-IV**

Statistical Applications – Correlation and Regression Analysis – Analysis of Variance – Partial and Multiple Correlation – Factor Analysis and Conjoint Analysis – Multifactor Evaluation – Two-Factor Evaluation Approaches.

**UNIT-V**

Research Reports – Structure and Components of Research Report – Types of Report, characteristics of Good Research Report, Pictures and Graphs, Introduction to SPSS.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Panneerselvam, R.**, RESEARCH METHODOLOGY, *Prentice Hall of India, New Delhi, 2004.*  
**Kothari CR** , RESEARCH METHODOLOGY-METHODS AND TECHNIQUES, *New Wiley Eastern Ltd., Delhi, 2009.*

**PAPER-VI**  
**FINANCIAL MANAGEMENT**

**Paper code: MBAHR201**

**Objectives**

- To know the various sources of finance
- To understand the various uses for finance and
- To familiarize oneself with the techniques used in financial management.

**UNIT-I**

Financial Management – Financial goals - Profit vs. Wealth Maximization; Finance Functions – Investment, Financing and Dividend Decisions – Cost of Capital – Significance of Cost of Capital – Calculation of Cost of Debt – Cost of Preference Capital – Cost of Equity Capital (CAPM Model and Gordon’s Model) and Cost of Retained Earnings – Combined Cost of Capital (weighted/Overall).

**UNIT-II**

Capital Budgeting – Nature of Investment Decisions – Investment Evaluation criteria – Net Present Value (NPV), Internal Rate of Return (IRR), Profitability Index (PI), Payback Period, Accounting Rate of Return (ARR) – NPV and IRR comparison.

**UNIT-III**

Operating and Financial Leverage – Measurement of Leverages – Effects of Operating and Financial Leverage on Profit – Analyzing Alternate Financial Plans - Combined Financial and Operating Leverage – Capital Structure Theories - Traditional approach - M.M. Hypotheses – without Taxes and with Taxes – Net Income Approach (NI) – Net Operating Income Approach (NOI) - Determining capital structure in practice.

**UNIT- IV**

Dividend Policies – Issues in Dividend Decisions – Relevance Theory – Walter's Model – Gordon's Model – Irrelevance Theory – M-M hypothesis - Dividend Policy in Practice – Forms of Dividends – Stability in Dividend Policy – Corporate Dividend Behaviour.

**UNIT-V**

Management of Working Capital – Significance and types of Working Capital – Calculating Operating Cycle Period and Estimation of Working Capital Requirements – Financing of Working Capital and norms of Bank Finance – Sources of Working capital – Factoring services– Various committee reports on Bank Finance – Dimensions of Working Capital Management.

**[Note: Distribution of Questions between Problems and Theory of this paper must be 40:60 i.e., Problem Questions: 40 % & Theory Questions: 60 %]**

**REFERENCES**

**Khan MY, Jain PK**, BASIC FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*, 2005.

**Chandra, Prasanna**, FINANCIAL MANAGEMENT, *Tata McGraw Hill, Delhi*.

**Bhabatosh Banerjee**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

**Chandra Bose D**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *PHI, Delhi*, 2010

**Preeti Singh**, FUNDAMENTALS OF FINANCIAL MANAGEMENT, *Ane, 2011*.

**Objectives**

- To familiarize with the basic concepts, and techniques of marketing management
- To understand the behaviour of consumers
- To create awareness of marketing mix elements, and
- To analyse and solve marketing problems in the complex and fast changing business environment.

**UNIT-I**

Introduction to Marketing and Marketing Management, Marketing Concepts - Marketing Process Marketing mix - Marketing environment - Consumer Markets and buying behaviour - Market segmentation and targeting and positioning.

**UNIT-II**

Product Decisions - concept of a Product - Product mix decisions - Brand Decision - New Product Development – Sources of New Product idea - Steps in Product Development - Product Life Cycle strategies- Stages in Product Life Cycle,

**UNIT-III**

Price Decisions - Pricing objectives - Pricing policies and constraints - Different pricing method - New product pricing, Product Mix pricing strategies and Price adjustment strategy.

**UNIT-IV**

Channel Decision - Nature of Marketing Channels –. Types of Channel flows - Channel functions - Functions of Distribution Channel – Structure and Design of Marketing Channels -Channel co-operation, conflict and competition – Retailers and wholesalers.

**UNIT - V**

Promotion Decision - Promotion mix - Advertising Decision, Advertising objectives - Advertising and Sales Promotion – Developing Advertising Programme – Role of Media in Advertising - Advertisement effectiveness - - Sales force Decision.

**REFERENCE**

**K.S. Chandrasekar**, MARKETING MANAGEMENT TEXT AND CASES, *Tata McGraw-Hill Publication, New Delhi.2010*

**Govindarajan**, MARKETING MANAGEMENT CONCEPTS, CASES, CHALLENGES AND TRENDS, *Prentice Hall of India, New Delhi. 2009*

**Philip Kotler**, MARKETING MANAGEMENT- ANALYSIS PLANNING AND CONTROL, *Prentice Hall of India, New Delhi,*

**Ramaswamy. V S & Namakumari. S**, MARKETING MANAGEMENT-PLANNING IMPLEMENTATION AND CONTROL, *Macmillan Business Books, New Delhi, 2002,*

**PAPER – VIII  
HUMAN RESOURCES MANAGEMENT**

**Paper Code: MBAHR203**

**Objectives**

- To understand and appreciate the importance of the human resources vis-a-vis other resources of the organisation
- To familiarize the students with methods and techniques of HRM
- To equip them with the application of the HRM tools in real world business situations.

**UNIT-I**

Human Resources Management - Context and Concept of People Management in a Systems Perspective - Organisation and Functions of the HR and Personnel Department - HR Structure and Strategy; Role of Government and Personnel Environment including MNCs.

**UNIT – II**

Recruitment and Selection - Human Resource Information System [HRIS] - Manpower Planning - Selection – Induction & Orientation - Performance and Potential Appraisal - Coaching and Mentoring - HRM issues and practices in the context of Outsourcing as a strategy

**UNIT-III**

Human Resources Development –Training and Development Methods - Design & Evaluation of T&D Programmes - Career Development - Promotions and Transfers - Personnel Empowerment including Delegation - Retirement and Other Separation Processes.

**UNIT-IV**

Financial Compensation- -Productivity and Morale - Principal Compensation Issues & Management - Job Evaluation - Productivity, Employee Morale and Motivation - Stress Management - Quality of Work Life.

**UNIT – V**

Building Relationships – Facilitating Legislative Framework - Trade Unions - Managing Conflicts - Disciplinary Process - Collective Bargaining - Workers Participation in Management - Concept, Mechanisms and Experiences.

**REFERENCES**

**Venkata Ratnam C. S. & Srivatsava B. K.**, PERSONNEL MANAGEMENT AND HUMAN RESOURCES, *Tata Mc-Graw Hill, NewDelhi,*

**Aswathappa**, HUMAN RESOURCE MANGEMENT, *Tata McGraw Hill, NewDelhi, 2010*

**Garry Dessler & Varkkey**, HUMAN RESOURCE MANAGEMENT, *Pearson, New Delhi, 2009*

**Alan Price**, HUMAN RESOURCE MANAGEMENT, *Cengage Learning, NewDelhi, 2007*

**Pravin Durai**, HUMAN RESOURCE MANGEMENT, *Pearson, New Delhi, 2010*

**Snell, Bohlander & Vohra**, HUMAN RESOURCES MANAGEMENT, *Cengage, NewDelhi, 2010*

**PAPER – IX**  
**OPERATIONS RESEARCH AND MANAGEMENT**

**Paper Code: MBAHR204**

**Objectives**

- To familiarize the Operations Management concepts
- To introduce various optimization techniques with managerial perspective
- To facilitate the use of Operations Research techniques in managerial decisions.

**UNIT –I**

Introduction to Operations Management - Process Planning - Plant Location - Plant Lay out - Introduction to Production Planning.

**UNIT –II**

Stages of Development of Operations Research- Applications of Operations Research- Limitations of Operations Research- Introduction to Linear Programming- Graphical Method- Simplex Method - Duality.

**UNIT-III**

Transportation Problem- Assignment Problem - Inventory Control - Introduction to Inventory Management - Basic Deterministic Models - Purchase Models - Manufacturing Models with and without Shortages.

**UNIT-IV**

Shortest Path Problem - Minimum Spanning Tree Problem - CPM/PERT - Crashing of a Project Network.

**UNIT- V**

Game Theory- Two Person Zero-sum Games -Graphical Solution of (2 x n) and (m x 2) Games - LP Approach to Game Theory - Goal programming - Formulations - Introduction to Queuing Theory - Basic Waiting Line Models: (M/M/1):(GD/a/a), (M/M/C):GD/a/a).

**[Note: Distribution of Questions between Problems and Theory of this paper must be 60: 40 i.e, Problem Questions: 60 % & Theory Questions : 40 % ]**

**REFERENCES**

**Kanishka Bedi**, PRODUCTION & OPERATIONS MANAGEMENT, *Oxford, NewDelhi, 2007*

**Panneerselvam, R**, OPERATIONS RESEARCH, *Prentice-Hall of India, New Delhi, 2002.*

**G.Srinivasan**, OPERATIONS RESEARCH, *PHI Learning, NewDelhi,2010*

**Tulsian & Pandey**, QUANTITATIVE TECHNIQUES, *Pearson, NewDelhi, 2002*

**Vohra**, QUANTATIVE TECHNIQUES IN MANAGEMENT, *Tata McGrawHill, NewDelhi, 2010*

**Objectives**

- Integrating the knowledge gained in functional areas of management
- helping the students to learn about the process of strategic management, and
- helping the students to learn about strategy formulation and implementation

**UNIT-I**

Concepts of Strategy - Levels at which strategy operates; Approaches to strategic decision making; Mission and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies

**UNIT-II**

Environmental Analysis and Diagnosis - Environment and its components; Environment scanning and appraisal; Organizational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis

**UNIT-III**

Strategy Formulation and Choice - Modernization, Diversification Integration - Merger, take-over and joint strategies - Turnaround, Divestment and Liquidation strategies - Strategic choice - Industry, competitor and SWOT analysis - Factors affecting strategic choice; Generic competitive strategies - Cost leadership, Differentiation, Focus, Value chain analysis, Bench marking, Service blue printing

**UNIT-IV**

Functional Strategies: Marketing, production/operations and R&D plans and policies- Personnel and financial plans and policies.

**UNIT-V**

Strategy Implementation - Inter - relationship between formulation and implementation - Issues in strategy implementation - Resource allocation - Strategy and Structure - Structural considerations - Organizational Design and change - Strategy Evaluation- Overview of strategic evaluation; strategic control; Techniques of strategic evaluation and control.

**REFERENCES**

**Azhar Kazmi**, STRATEGIC MANAGEMENT & BUSINESS POLICY, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Vipin Gupta, Kamala Gollakota & Srinivasan**, BUSINESS POLICY & STRATEGIC MANAGEMENT, *Prentice Hall of India Private Limited, New Delhi, 2008.*

**Amita Mittal**, CASES IN STRATEGIC MANAGEMENT, *Tata McGraw-Hill Publishing Company Limited, New Delhi 2008.*

**Fred R. David**, STRATEGIC MANAGEMENT CONCEPT AND CASES, *PHI Learning Private Limited, New Delhi, 2008.*

**MBA (HRM) - III Semester**

**PAPER – XI  
HUMAN RESOURCE DEVELOPMENT  
Course Code: MBAHR 301**

**Objectives:**

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

**UNIT I**

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

**UNIT II**

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

**UNIT III**

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

**UNIT IV**

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

**UNIT V**

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

**REFERENCES**

- Werner & Desimone**, HUMAN RESOURCE DEVELOPMENT, *Cengage Learning, 2006*  
**William E. Blank**, HANDBOOK FOR DEVELOPING COMPETENCY BASED TRAINING PROGRAMMES, *Prentice-Hall, New Jersey, 1982.*  
**Uday Kumar Haldar**, HUMAN RESOURCE DEVELOPMENT, *Oxford University Press, 2009*  
**Srinivas Kandula**, STRATEGIC HUMAN RESOURCE DEVELOPMNET, *PHI Learning, 2001*

**MBA (HRM) -III Semester**

**PAPER – XII  
PERFORMANCE MANAGEMENT**

**Course Code: MBAHR302**

**Objectives:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**REFERENCES**

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

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

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

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

**PAPER – XIII  
KNOWLEDGE MANAGEMENT**

**Course Code: MBAHR303**

**Objectives:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**REFERENCES**

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

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

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

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

**MBA (HRM) -III Semester**

**PAPER - XIV  
INDUSTRIAL RELATIONS MANAGEMENT**

**Course Code: MBAHR304**

**Objectives:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**REFERENCES**

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

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

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

**Objectives:**

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

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

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

**UNIT –V**

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

**References**

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

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

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

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

**MBA (HRM) - IV Semester**

**PAPER – XVI  
ORGANIZATIONAL DEVELOPMENT AND CHANGE**

**Course Code: MBAHR 401**

**Objectives:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**REFERENCES**

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

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

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

**Objectives:**

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

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

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

**UNIT -V**

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

**References**

- Eric G. Flamholtz** ,HUMAN RESOURCE ACCOUNTING, *Springer*  
**Jac Fitz-enz**, HOW TO MEASURE HUMAN RESOURCE MANAGEMENT, *McGraw Hill*  
**Rakesh Chandra Katiyar** ,ACCOUNTING FOR HUMAN RESOURCES , *UK Publishing*  
**M. Saeed, D.K. Kulshreshtha** , HUMAN RESOURCE ACCOUNTING, *Anmol Publications.*  
**D. Prabakara Rao**, HUMAN RESOURCE ACCOUNTING , *Inter India Publications.*

**MBA (HRM) - IV Semester**

**PAPER – XVIII  
COMPENSATION MANAGEMENT**

**Course Code: MBAHR403**

**Objectives:**

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

**UNIT-I**

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

**UNIT-II**

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

**UNIT-III**

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

**UNIT-IV**

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

**UNIT-V**

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

**REFERENCES**

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

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

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

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

**Objectives:**

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

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

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

**UNIT -V**

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

**References**

- Michael Armstrong**, A Handbook of Human Resource Management Practice, *Kogan Page*  
**Gueutal & Stone**, The Brave New World of her, *Jossey-Bass, 2005*  
**Monk & Wagner**, CONCEPTS IN ENTERPRISE RESOURCE PLANNING, *Thomson. 2006.*

**Objectives:**

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

**UNIT -I**

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

**UNIT -II**

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

**UNIT -III**

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

**UNIT -IV**

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

**UNIT -V**

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

**REFERENCES**

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

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

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