PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947—enacted by the Govt. of India)

FACULTY OF
BUSINESS MANAGEMENT & COMMERCE

SYLLABI

FOR

Master of Business Administration (MBA-HR)
(Semester System)
Examinations, 2011-2012

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Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum marks for external/written examination is 50 marks and Internal Assessment is 50 marks except for seminar and workshop courses.

Instructions to the Paper Setters:
*IF THERE ARE TWO UNITS*: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

*IF THERE ARE FOUR UNITS*: Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

N.B.: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

**SCHEME OF EXAMINATION**

**FIRST SEMESTER**

<table>
<thead>
<tr>
<th>Title</th>
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<tbody>
<tr>
<td>MBA HR 6101 Economics For Human Resources</td>
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<tr>
<td>MBA HR 6102 Business Environment</td>
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<tr>
<td>MBA HR 6103 Human Resource Management</td>
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<td>MBA HR 6104 Management Accounting</td>
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<td>MBA HR 6105 Organisational Behaviour</td>
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<tr>
<td>MBA HR 6106 Workshop on Business Computing</td>
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**SECOND SEMESTER**

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<tr>
<td>MBA HR 6202 Industrial Relations and Labour Policy</td>
<td>100</td>
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<tr>
<td>MBA HR 6203 Workshop on Social Research Methods</td>
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<td>MBA HR 6204 Marketing Management</td>
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<tr>
<td>MBA HR 6205 Production Management and Quantitative Techniques</td>
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<tr>
<td>MBA HR 6206 Summer Training and Viva-Voce*</td>
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<td>MBA HR 6207 Comprehensive Viva-Voce**</td>
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<td>MBA HR 6208 Seminar on Management of Change</td>
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<tr>
<td>MBA HR 6209 Seminar on Human Resource Planning</td>
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* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.

** Comprehensive Viva-Voce of 2nd Semester would be based on papers taught in 1st and 2nd Semesters. **
MASTER OF BUSINESS ADMINISTRATION SYLLABUS

MASTER OF BUSINESS ADMINISTRATION (HUMAN RESOURCE)
(MBA-HR) 3rd and 4th SEMESTER EXAMINATIONS, 2011-2012

Note: 1. The duration of Examination in each subject will be 3 hours.
2. Maximum marks for external/written examination is 50 marks and Internal Assessment is 50 marks.

Instructions to the Paper Setters:

IF THERE ARE TWO UNITS: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

IF THERE ARE THREE UNITS: Set 10 questions in all. Three or Four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two from each unit.

IF THERE ARE FOUR UNITS: Set 10 questions in all. Two or Three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

IF THERE ARE FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

N.B.: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

THIRD SEMESTER

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<td>MBA HR 602 Organization Development</td>
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<tr>
<td>MBA HR 603 H.R.M. I-Manpower Planning and Performance Appraisal</td>
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<td>MBA HR 604 Workshop on H.R.M. II-Training and Development</td>
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<tr>
<td>MBA HR 605 H.R.M. III-Seminar on Inter Personal Skills and Transactional Analysis</td>
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<tr>
<td>MBA HR 606 Negotiating Skills and Participative Decision Making</td>
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<tr>
<td>MBA HR 607 Workshop on Secretarial Practice</td>
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<td>MBA HR 608 Labour Legislation-I</td>
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<td>MBA HR 609 Seminar on Social Security and Labour Welfare</td>
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FOURTH SEMESTER

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<td>MBA HR 611 Viva Voce</td>
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<tr>
<td>MBA HR 612 Industrial Engineering</td>
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<tr>
<td>MBA HR 613 Workshop course on Compensation Management</td>
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<tr>
<td>MBA HR 614 Workshop course on Management of Discipline and Disciplinary Proceedings</td>
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<tr>
<td>MBA HR 615 Seminar on Comparative Industrial Relations</td>
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<td>MBA HR 616 Labour Legislation-II</td>
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<td>MBA HR 617 Seminar on Any one of the following:</td>
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<tr>
<td>(i) Human Resource Accounting</td>
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<td>(ii) Total Quality Management</td>
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<tr>
<td>(iii) Dynamics of Trade Unions</td>
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Total: 700

*The topic of the Research Project and the Supervisor will be decided in the 3rd Semester
MBA. (HR) 6101: ECONOMICS FOR HUMAN RESOURCES

Objective: To provide an insight into the economic concepts with special reference to their significance and use in human resource management.

UNIT-I
Meaning of economics, importance and uses, micro and macro economics - difference and interrelationship between them, basic economic problem, demand analysis - law of demand, derivation of demand curve using utility analysis and indifference curve analysis, revealed preference theory of demand, critical appraisal of utility analysis, IC analysis and revealed preference theory, consumer surplus and its measurement.

UNIT-II
Concept of average revenue, marginal revenue and their relationship, elasticity of demand, concept of average cost, marginal cost and their relationship, cost curves and economies of scale, price and output determination under perfect competition, monopoly and monopolistic competition.

UNIT-III
Labour markets - Its economics and actors in labour market, labour supply - Factors affecting labour supply, deriving labour supply curve using indifference curve analysis with special reference to income and substitution effect, deriving market labour supply curve from supply curve of individual workers, labour supply elasticities and problems with regard to elasticities, impact of welfare and incentives on labour supply, labour demand - demand curves for labour in short run and long run.

UNIT-IV
Equilibrium in labour markets under perfect competition, monopoly and monopolistic competition, workers mobility, race and gender discrimination and their impact on labour market equilibrium.

References:
M.B.A. (HR) 6102 : BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT-I

Concept of business environment: Its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors pharmaceutical industry, food processing, electronics fertilizers steel, soft drinks, and TV.

UNIT-II


UNIT-III

Technological environment, policy for research and development in India, appropriate technology, debate of technology v/s labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India’s export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT-IV

Socio-cultural environment in India: Salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and Indian business, impact of mass media on Indian business, changing role of rural sector in India: rural income and rural demand of consumer durable.

Reference:
M.B.A. (HR) 6103: HUMAN RESOURCE MANAGEMENT

Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

UNIT-I

Human resource management - Functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

UNIT-II

Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing.

UNIT-III

Team management, empowerment management, creativity and decision making management, organisational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD audit.

UNIT-IV

e-HRM/HRIS, measuring intellectual capital, impact of HRM practices on organisational performance, contemporary issues in human resource management, global HR practices.

References:
M.B.A. (HR) 6104: MANAGEMENT ACCOUNTING

Objective: The objective of this course is to acquaint the students about the role, concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding the use of cost accounting information in managerial decision making.

UNIT-I


UNIT-II

Revenue recognition and measurement (AS-9), inventory valuation (AS-2), depreciation accounting (AS-6), intangible assets accounting (AS-26), financial statement analysis - ratio analysis, common size statements, comparative analysis, trend analysis, cash flow analysis, accounting for price level changes, human resource accounting, social and environmental accounting.

UNIT-III

Cost accounting objectives, cost accounting and management accounting, understanding and classifying costs, overhead allocation, preparation of cost sheet, introduction to methods of costing, techniques of costing - marginal costing and its managerial implications, budgetary control, standard costing and variance analysis.

UNIT-IV

Contemporary issues in management accounting - value chain analysis, activity based costing, activity based budgeting, target and life cycle costing, quality costing.

References:

M.B.A. (HR) 6105: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behaviour in any organization.

UNIT-I

Introduction to OB - concepts, foundations, contributing disciplines to OB, role of OB in management practices, challenges and opportunities for OB, OB in the context of globalization, scientific management, human relations schools, Hawthorne experiments, introduction to human behavior, perception, attitudes and job satisfaction.

UNIT-II

Personality - Meaning, determinants, theories, Myers-Briggs type indicator (MBIT) and big five model, leadership - theories, determinants, style and challenges to leadership in India, motivation and morale - concept and applications, communication - interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT-III

Group process - group and intergroup behaviour, group decision making, team management - types of teams, teams in modern workplace, team vs. group, power - concept, bases of power, distinction between power and authority, power distribution in organization, organisational politics - concept, consequences, reasons and management of political behaviour, work stress - causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT-IV

Conflict and inter-group behaviour - sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organisational culture - functions, creating and sustaining of OC, development and implications of OC, organisational effectiveness - concept and approaches to OE, factors in OE, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References:

5. Robbins, S.P., Judge, T. and Sanghi, S., Organizational Behavior, Pearson Education.
M.B.A. (HR) 6106: WORKSHOP ON BUSINESS COMPUTING

Objective: The objective of this paper is to develop skills in handling computer and use it as a strategic resource in management.

UNIT-I

Overview of computer applications in public services, business and industry, Microsoft word-mail merge, hyperlinks and bookmark, Microsoft excel - mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae, introduction to database and operational level of one corporate database viz. prowess.

UNIT-II

Network-services and its classification, knowledge management using internet, search engines, techniques to use search engine effectively, use of on-line databases (RBI/World bank/IMF etc.) in terms of data extraction and report generation, HTML - basic HTML tags, web page designing using any software, application of computers in project management - features, capabilities & limitations of project management software (with reference to popular software viz. MS-project)

References:
M.B.A. (HR) 6107: WORKSHOP ON BUSINESS COMMUNICATION

Objective: The course aims at developing the communication skills of students both written communication and oral communication. The students will also be taught how to analyse cases and prepare case reports.

UNIT-I

An introduction to business communication, elements of the communication models, types of communication, barriers to communication, an introduction to the case method - steps in case analysis, principles of written communication, business letters - their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters - routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters, internal communication through memos, minutes and notices.

UNIT-II

Principles of oral communication, speeches - speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following - selection or placement interview, appraisal interview, exit interview, group communication - meetings and group discussions, report writing, principles of effective presentations including use of audio - visual media, business and social etiquette.

References:

SECOND SEMESTER

M.B.A. (HR) 6201: LABOUR LEGISLATION-I

Objective: The objective of this course is to enhance the participants understanding of Indian environment relating to industrial relations. Emphasis would be given to provisions and case laws of various acts.

UNIT-I

Legal regulation of employment conditions in India, law of master and servant relationship, concept of social justice.

UNIT-II

Industrial dispute act, 1947 - definition of industry, workmen, industrial dispute, procedures, power and duties of authorities, strikes and lockouts, layoffs and retrenchment, industrial employment (standing order) Act, 1947 - certification process of standing orders.

UNIT-III

Trade Union Act, 1926 - registration, immunities available to registered trade unions, payment of Wages Act, 1936 - deductions and authorities, minimum Wages Act, 1948 - fair wages, living wages, minimum wages, fixation of minimum rate of wages.

UNIT-IV


References:

M.B.A. (HR) 6202 : INDUSTRIAL RELATIONS AND LABOUR POLICY

Objective: The course aims at familiarizing the participants with the industrial relation scene in India with special reference to the industrial conflict and their prevention and resolution, and significance and impact of labour policy on industrial relations in India.

UNIT-I
Industrial relations - concepts, origin, scope, determinants and theories, system approach - actors, context, web of rules and ideology, trade unions and industrial relations, human resource management and industrial relations, social-economic, technical, political factors affecting IR in changing environment.

UNIT-II
Voluntary and statutory efforts on prevention and settlement of industrial disputes, industrial relations and rationalization, modernization and automation, industrial conflict - theories, forms, causes, right to strike, consultative bodies - bipartite and tripartite, and IR strategies.

UNIT-III
State and labour - theoretical aspects, framework, evolution and dimensions of labour policy in India, labour policy specially in the context of terms and conditions of employment, industrial relations and wages policy.

UNIT-IV
Labour policy and growth of legislative framework in India, labour administrative framework implementation of labour policy and laws, government as an employer, new economic policy and labour, social clause and WTO.

References:
M.B.A. (HR) 6203 : WORKSHOP ON SOCIAL RESEARCH METHODS

Objective: The course is designed to acquaint the students with methods of conducting systematic inquiry in the social sciences. It is designed to equip students with the skills and knowledge needed to undertake a research project competently.

UNIT-I

Introduction to research in business, the research process, the research proposal, research design: classifications of research designs, exploratory research design, descriptive research design, causal research design.

UNIT-II

Use of secondary data in research, observation studies, surveys, measurement, measurement scales, designing questionnaires and schedules.

UNIT-III

Sampling including determination of sample size, data collection and preparation, data entry hypothesis testing including one sample tests and two-Independent sample tests, report writing.

UNIT-IV

Introduction to qualitative research, comparing qualitative and quantitative research, sampling in qualitative research, qualitative research techniques-focus group interviews, in-depth interviews, action research, projective techniques, word association test, sentence completion, role playing, thematic appreciation test, laddering, ethnography, ethical guidelines in qualitative research.

References:

2. Krishnaswamy, K.N., Sivakumar, A.I. and Mathirajan, M., Management Research Methodology, Pearson Education
4. Miles, Mathew B. and Huberman, A.Micheal, Qualitative Data Analysis, Sage Publications
M.B.A. (HR) 6204 : MARKETING MANAGEMENT

Objective : The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT-I

Introduction to marketing - meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis-understanding marketing environment, consumer and organisation buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT-II

Product planning and pricing - product concept, types of products, major product, decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT-III

Promotion and distribution decisions - communication process, promotion tools-advertising, personal selling, publicity and sales promotion, distribution channel decisions - types and functions of intermediaries, selection and management of intermediaries.

UNIT-IV

Marketing organization and control-organising for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing - consumerism, rural marketing, societal marketing, direct and online marketing, green marketing, retail marketing, customer relationship management.

References :

M.B.A. (HR) 6205 : PRODUCTION MANAGEMENT AND QUANTITATIVE TECHNIQUES

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of Production Planning and Materials Management as well as the quantitative techniques helpful in production related decisions.

UNIT-I

Production management - definition, nature and process, production and productivity, product and service design, product quality-TQM, ISO 9000:2000, cost of quality, process design and selection, work study - method study, time study, ergonomics, work measurement, activity sampling, process quality - six sigma quality, process control, control charts.

UNIT-II

Facility location, facility layout, capacity and equipment selection, operations scheduling, supply chain management, enterprise resource management, JIT production systems, technological innovations in manufacturing, tools for manufacturing planning, manufacturing automation, re-engineering, role of human resource management in production management, workforce productivity improvement.

UNIT-III

Probability - basic concepts and approaches, addition, multiplication and Bayes’ theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions, linear programming - the graphical and simplex method, transportation models, material management and inventory control - EOQ models with discounts and price breaks, selective inventory control, simulation-Monte Carlo simulation technique, queuing theory - concept, assumptions and single server applications.

UNIT-IV

Decision theory - decision making under uncertainty and risk, Bayesian analysis, decision trees, game theory, pure and mixed strategy games, principle of dominance, two person zero sum game, sequencing problems, PERT /CPM-probability considerations in PERT, time-cost trade-off, replacement models.

References:

M.B.A. (HR) 6208: SEMINAR ON MANAGEMENT OF CHANGE

Objective: The course develops an analytical and operational approach to bringing about planned change in rapidly changing environment. Organizations need to be prepared for bringing these changes.

UNIT-I

Understanding organizational change, need for bringing change, types of change, change levers, perspectives of change, understanding corporate culture, change programs.

UNIT-II

Models of change, leadership and change, case studies on change as growth, change as transformation and change as turn around, brief introduction to major organizational changes - total quality management and business process reengineering.

References:

M.B.A. (HR) 6209 : SEMINAR ON HUMAN RESOURCE PLANNING

Objective: The course aims at imparting relevant skills required to perform the functions of human resource planning in an organization.

UNIT-I

Nature of HR policy, formulating, implementing and testing HR policies, human resource planning - need, process and responsibility, factors affecting HRP, job, role, skills and competence analysis, determining qualitative and quantitative manpower requirements.

UNIT-II

Assessment of HR planning, requisites for successful HR planning, role of HRP professionals, link between human resource planning and strategic planning, HRP problem areas, impact of technology on HRP.

References :


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M.B.A. (HR) 601: SEMINAR ON CORPORATE STRATEGY

OBJECTIVE:
The objective of this course on corporate strategy is to develop in the students an ability to analyse the strategic situation facing the organization, to access the strategic options available to the organization and to implement the strategic choices made by it.

Extensive use of a variety of case studies will help the meeting of the objectives of this course.

UNIT-I
- Introduction to corporate strategy.
- An overview of the formulation and implementation of strategy.
- Mission.
- Environmental Analysis.
- Corporate Resources and Core Competencies.
- Personal goals and aspirations of top management.
- Social Responsibility and strategy.

UNIT-II
- The generic alternatives of differentiation, low cost and focus.
- The alternatives of Marketing Penetration, Product Development, Market Development, Diversification and its types including vertical integration.
- Mergers and Acquisitions.
- Joint Ventures.
- Turn around.
- Privatisation.
- Strategic alternatives in global industries.

UNIT-III
- Strategy and Technology.
- Evaluation of Strategy.
- Choosing a strategy.
- Implementing strategy, Mckensey 7-S Framework.
– Organization, structure and strategy.
– Corporate governance.
– Corporate Planning in India.

**BOOKS**


**JOURNALS:**

1. *Harvard Business Review*
2. *Journal of General Management.*
5. *Business Today.*
M.B.A. (HR) 602 : ORGANIZATION DEVELOPMENT

OBJECTIVE :

The course develops an analytical and operational approach to planned system wise organizational change. Organizations today are faced with the dilemma of how to integrate the organizational objectives with the goals of the individuals working for it. To resolve this dilemma in our rapidly changing environment and to ensure that competing or conflicting groups move towards a collaborative way of work, several changes in the organization structure, processes and behaviour are necessary. This is sought to be achieved through a planned management change effort – broadly termed as organization development.

UNIT-I


UNIT-II

Team Interventions, Intergroup and Third Party Peace Making Interventions.

UNIT-III

Comprehensive Interventions – Managerial Grid, Confrontation Meeting, Survey Feedback.

UNIT-IV


UNIT-V


References :

4. French and Bell : O.D.
8. Mergulies and Raia : O.D.
9. Warner Burke : O.D.

**Journals:**
1. California Mgt. Review
2. Journal of Applied Behavioural Science
3. Harvard Business Review
4. Personnel
5. Human Capital
6. H.R. Focus
M.B.A. (HR) 603 : HRM –I : MANPOWER PLANNING AND PERFORMANCE APPRAISAL

OBJECTIVE :
With the companies getting cost conscious, leaner and flatter, the need for Manpower planning is much more than it was felt earlier. The performance appraisal system needs to act as a motivator for the employees to help increase their productivity. Hence this course aims to provide students the requisite knowledge for both.

UNIT-I
Manpower Planning : Setting up objectives – Organisation, Planning, Manpower audit, Human resource forecasting action programmes.

UNIT-II
Role Analysis, Job Analysis : Job specification, Job Description.

UNIT-III

UNIT-IV

UNIT-V

References :
3. The Balanced Scorecard—Managing Future Performance Resource: Kaplan, Roberts and Norton David P.


5. Performance Appraisal: Martin Fisher


Journals:

1. H.R. Capital
2. Harvard Business Review
3. H.R. Focus
4. Personnel
5. California Management Review
M.B.A. (HR) 604 : WORKSHOP ON H.R.M.-II TRAINING AND DEVELOPMENT

OBJECTIVE : 
This workshop aims at training the participants in designing, administrating and evaluating training and development programmes in an organization.

UNIT-I

- The cultural dimension.

UNIT-II

- Principles of Learning, Implications for training, Benefits of Training and Development.
- Creative Training.
- Defining objectives and identifying training needs.
- Evolving Training Policy.
- Training Methods : On the job and off the job.
- Laboratory Training : Assumption, Goals and Techniques.

UNIT-III

- Preparing Training Plans and Designing Training Programmes for Selected categories of employees in banks, Industrial Organisation and Government Departments etc.
  (a) Operative Personnel
  (b) Office Assistance
  (c) Sales Personnel
  (d) Supervisory Personnel
UNIT-IV

- Concept of Performance – based instruction.
- Development : Significance, nature and preconditions.
- Defining objectives and identifying development needs.
- Evolving Development Policy.
- Simulation as an aid to learning.
- Team Building.
- Experimental learning.
- Management Games.
- Computer based Training.
- Training Records.
- Issues in Development : Location, duration and techniques.
- Appraisal, remuneration and succession.
- Methods of Development.
- Creating trust and Empowerment.

Preparing Development Plans and Designing Development programmes for managerial in Industrial enterprises, Banks and Government Departments.

(a) Bank Probationary Officers.
(b) Middle Managers.
(c) Top Management.

57-60 - Effectiveness of Development.
- Training the trainers.

SUGGESTED READINGS :

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<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
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<tr>
<td>5.</td>
<td>Merrills and Marting</td>
<td>Developing Executive Skills.</td>
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M.B.A. (HR) 605 : H.R.M.-III SEMINAR ON INTERPERSONAL SKILLS AND TRANSACTIONAL ANALYSIS

OBJECTIVE :
The objective of this seminar is to help students develop the interpersonal skills by using the technique of Transactional Analysis.

UNIT-I

Transactional Analysis, Concept, Aims, Objective, Ego States, Transactions, 10 Sessions Complementary, Complex, Ulterior Transaction.

UNIT-II

T.A. and Communications 6 Sessions

UNIT-III

T.A. and Interpersonal Relations 6 Sessions
T.A. and Team Building 4 Sessions

BOOKS :
1. Games People Play : Eric Berne
2. I.am O.K. You are O.K. : H. Thomes
3. What do you say after you say Hallow : Eric Berne
4. T.A. and Managers : Davis

JOURNALS RECOMMENDED :
1. Harvard Business Review
2. California Mgt. Review
3. Human Capital
M.B.A. (HR) 606 : NEGOTIATING SKILLS AND PARTICIPATIVE DECISION MAKING

OBJECTIVE :
The objective of the course will be to acquaint the participants with the significance of enhancing negotiating skills in collective bargaining and appraise them of participative decision making so that they could adjust the conflicting interests and promotion of common interest of workers and management. The course is with particular reference to India.

UNIT-I
Definition of collective bargaining and related terms, approaches to collective bargaining, the issue in bargaining, the process of negotiation, Experiment of approaches to the study of negotiation, groups intergroup relation and bargaining behaviour. The process of bid and counter bid, the analysis of stages in real life negotiation. Preparation for negotiation, procedure and tactics; The nature of collective agreements; The bargaining unit; factors, forces and trends; The break down of Collective Bargaining; Collective Bargaining in India, U.S.A., U. K., Japan and South Asian Countries, Collective bargaining exercises.

UNIT-II
Workers' Participation in decision making : The philosophical basis; the concept, scope, significance and pre-requisites; levels of participation, participation and productivity, Forms of workers' participation : Workers' suggestion scheme, joint consultation, quality circles, co-determination, self-management and labour directors, Kibbutzim and Kolkhoz, Workers' participation in management in India, problems and prospects.

Books Recommended :


**Journals Recommended :**

1. Indian Journal of Industrial Relations.
2. British Journal of Industrial Relations.
3. Human Capital.
4. Vikalpa.
M.B.A. (HR) 607 : WORKSHOP ON SECRETARIAL PRACTICE

OBJECTIVE :

The course aims at providing the students, through discussions with professionals, and plant visits, practical orientation in designing forms, maintenance of records and registers, filing of returns under various labour laws and drawing up of rules and procedures for training and welfare activities.

UNIT-I

(i) Personnel department staff’s responsibilities – line and staff functions.

(ii) Assistance to line managers in personnel functions, Administration of Procurement, Training and Development, evaluation, compensation, counselling, promotion and separation, Designing of forms, maintenance of records and registers in each of above functions. Preparing a proper information system regarding personnel.

(iii) Administration of personnel functions mentioned as in (ii) above, and of employee benefit programmes like health and accident, insurance, welfare, social security, retirement, gratuity, recreation etc.

UNIT-II


(v) Secretarial assistance in grievance handling and labour relations.

(vi) ‘Innovation’ role, updating information on current trends, diagnosing organizational health, providing new methods of solving personnel problems.

Books Recommended :


5. H.L. Kumar : Labour Management (Forms and Procedures).
Journals Recommended:

1. Human Capital
2. H.R. Today
3. H.R. Focus
4. Personnel
M.B.A. (HR) 608 : LABOUR LEGISLATION-I

OBJECTIVE:
The objective of the course is to enhance the participants understanding of Indian Legal Environment relating to industrial relations. Emphasis would be given to the provisions and case law of various acts.

UNIT-I
Legal regulation of employment conditions in India: Law of master and servant; The concept of social Justice; Guiding principles of industrial adjudication; Industrial Disputes Act, 1947.

UNIT-II

Books Recommended:

Journal Recommended:
Labour Law Journal
M.B.A. (HR) 609 : SEMINAR ON SOCIAL SECURITY AND LABOUR WELFARE

50 Marks
25 Sessions

OBJECTIVE :

The objective of the course is to create awareness among students about the role and need of social security system in society. This course will also clarify the Labour Welfare Activities undertaken and their need.

UNIT-I


UNIT-II


Books Recommended :

1. Social Security in Developing Countries : Ahmad, Ehtisham etc. New Delhi, O.V.P., 1999.
2. Labour Welfare, Trade Unionism and Industrial Relation : Punekar, Deodner, Sankaran
5. International Social Security Systems : Dr. B.N. Mishra
6. Labour Welfare and Job Satisfaction : Goyal, Pratibha
7. Labour Welfares in India : B.D. Rawat

Journals Recommended :

1. Indian Journal of Industrial Relations
2. British Journal of Industrial Relations
3. Labour Law Journal

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FORTH SEMESTER

M.B.A. (HR) 610 : RESEARCH PROJECT

M.B.A. (HR) 611 : VIVA-VOCE

M.B.A. (HR) 612 : INDUSTRIAL ENGINEERING

OBJECTIVE :
In today’s competitive environment achieving higher productivity has become necessary for a company to survive and grow. The objective of this course is to acquaint to students with the use of different industrial engineering techniques for improving productivity or profits.

UNIT-I

Industrial Engineering concepts; producing and productivity, factors influencing productivity; plant layout and material handling; Inventory Models.

UNIT-II

Elements of maintenance and safety management; Effects of mechanisation and automation; Concepts of value analysis; Role of management techniques in reducing work content and ineffective time.

UNIT-III

Role of Work Study in raising productivity; Method study; Definition, Scope and Basic Procedure; Recording Techniques; Flow process, Operator process, Simultaneous motion and Man-machine charts; Principles of Motion economy.

UNIT-IV

Benefits of work measurement: Work measurement techniques; Stop watch time study, Work sampling, Standard data and predetermined motion time standards; Work study and industrial fatigue; Principles of ergonomics.

References :


Journal Recommended :
- Human Capital
M.B.A. (HR) 613 : WORKSHOP COURSE ON COMPENSATION MANAGEMENT

OBJECTIVE:
The objective of this course is to orient the students towards the system of Compensation Management. An extensive use of cases shall be made.

UNIT-I

UNIT-II
Compensation Surveys.
Meaning and Objectives of job evaluation.
How to go about job evaluation.
Methods of job evaluation. Problems of job evaluation case.
Pay Delivery Systems.
Linking Compensation with objectives of organisation.
Pay and performance issues.
Fringe Benefits: Socio-economic and Psychological rationale of fringe benefits.
Communication and administration of fringe benefits.
Compensation: Budgeting and Compensation systems in U.S.A. and Japan.

Suggested Readings:
5. Elizabeth Lanhansnnam : Administration of Wages and Salaries.
M.B.A. (HR) 614 : WORKSHOP COURSE ON MANAGEMENT OF DISCIPLINE AND DISCIPLINARY PROCEEDINGS

OBJECTIVE:
The course aims at providing the participants better understanding of maintaining discipline and handling disciplinary proceedings and the working of various procedures/mechanism available for the purpose.

UNIT-I
Managing Indiscipline : Basic concepts, Nature of proceedings—judicial, quasi-judicial and administrative; Principles of natural justice and reasonable opportunity; Misconduct and its types, complaints and decision to initiate enquiry; chargesheet and its drafting, service of chargesheet to workmen and reply to the chargesheet and its considerations; suspension during enquiry; criminal proceedings and departmental enquiry: holding of enquiry; considerations by punishing authority.

UNIT-II
Relevant Legislation relating to disciplinary proceedings; judicial control of labour court and industrial tribunals; Writ jurisdiction : Prevention of Disputes : Grievance handling, Mechanism and procedure. Handling Industrial action : Relevant Legislation : Case studies.

Books Recommended:

Journals Recommended:
1. Indian Journal of Industrial Relations.
2. British Journal of Industrial Relations.
M.B.A. (HR) 615 : SEMINAR ON COMPARATIVE INDUSTRIAL RELATIONS

OBJECTIVE :
The course aims at providing the participants an international perspective of industrial relations and an awareness of industrial relations, policies and practices in other countries to help them to explore their relevance to India.

The countries selected are U.S.A., U.K., Germany, Russia, Japan, Korea, Pakistan, Bangladesh and India.

UNIT-I

Comparative industrial relations theory, objective and significance, historic background of the growth of modern industrial relations. Trade unions and collective bargaining - A comparative study.

UNIT-II

Comparative view of the role of the state and worker’s participation in decision making. Industrial relations in multinational enterprises; Industrial relations in the world in future.

Books :

1. R. Bean : Comparative Industrial Relations.
4. J. H. Richardson : An Introduction to Study of Industrial Relations.
7. S.N. Dhyani : Industrial Relations System.
M.B.A. (HR) 616 : LABOUR LEGISLATION-II

OBJECTIVE:
The objective of the course is to enhance the participants understanding of Indian legal environment relevant to labour laws relating to emoluments and welfare. Emphasis would be given to the basic provision and case law of various relevant Acts.

UNIT-I
- Payment of Wages Act, 1936
- Minimum Wages Act, 1948
- Payment of Bonus ACT, 1965
- Equal Remuneration Act, 1976

UNIT-II
- Factories Act, 1948
- Mines Act, 1952
- Plantation Labour Act, 1951
- Apprentices Act, 1961
- Bonded Labour System (Abolition) Act, 1976
- Child Labour (Prohibition and Regulation) Act, 1986
- Environment (Protection) Act, 1986

Books Recommended:
1. H.K. Saharay : Labour and Social Laws in India
2. S.N. Misra : Labour and Industrial Law
4. Labour Law Journal
M.B.A. (HR) 617 : SEMINAR ON ANY ONE OF THE FOLLOWING :

(I) SEMINAR ON HUMAN RESOURCE ACCOUNTING

OBJECTIVE :
The objective of this course is to expose the students to the philosophy and the methodology underlying human resource accounting.

UNIT-I

UNIT-II
Methodology of accounting for human resources. Cost-based approaches historical cost, replacement cost, opportunity cost and total cost.

Suggested Readings :

(II) SEMINAR ON TOTAL QUALITY MANAGEMENT

OBJECTIVE :
The objective of this Seminar is to orient the students towards the concept of quality. In the present competitive environment, the companies who do not focus on quality can not survive in the long run or short run. This Seminar will tell students the concept of Total Quality Management and how to implement it in companies.

UNIT-I

UNIT-II
(III) SEMINAR ON DYNAMICS OF TRADE UNIONS

OBJECTIVE:
The course aims at analysing the different issues involved in the trade unionism such as their emergence, functions, organization, structure and leadership. Trade unionism shall be studied in the context of developing economies with special reference to India.

UNIT-I
Emergence and development of Labour movements, Theories of Trade Unions, Micro Social and Macro Social functions of trade unions, Unions structure, communication, leadership and profile of union security; influence of market forces on trade unionism.

UNIT-II
Trade Unionism in India: Its origin, growth and transformation, Trade union organization, structure, functions, peculiarities and leadership, Trade Union and Politics and role of outsiders, Trade union recognition; Multiplicity of trade Union; Trade Union’s attitude toward technology; Trade Union’s and

References:
1. T.Q.M. and I.S.O. 14000 : K.C. Arora
2. Total Quality Control : Armand V. Feigenbaum
3. Total Quality Management : Joseph A. Patrick, Diana S. Furr
4. Total Quality Management Text Cases and Reading : Joel E. Ross
5. Total Quality Control Essentials : Sarv Singh Soin

Journals Recommended:
1. Harvard Business Review
2. Personnel
3. Human Capital
4. California Mgt. Review
5. H.R. Focus
New Economic policy; Role of Unionism in a developing economy. Selected case studies in Trade Union Organisation Management and Strategies.

Books Recommended:

1. Trade Union Act, 1926 (India)
2. Allan Flanders: Management and Union
3. Karnik, V.B.: Indian Trade Unions
4. Reports of the National Labour Commission
5. Michael Poole: Theories of Trade Unions (Revised Edition)
6. S.D. Tripathi and P.P. Arya: Union Management Relations in India
7. Pramod Verma and Surya Mukherjee: Trade Unions in India
8. P.P. Arya: Growth and Recognition of Trade Unions
9. Mac-donald: The State and the Trade Unions
10. J. David Edelstein And Malcom Warner: Comparative Union Democracy
11. Raman: Political Involvement of India’s Trade Unions.

Journals Recommended:

1. Trade Union Record
2. Indian Worker
3. Indian Journal of Industrial Relations
4. British Journal of Industrial Relations

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